

**U.S. DEPARTMENT OF STATE**



**AMERICAN RECOVERY  
AND REINVESTMENT ACT of 2009**

**External Program Plan**



**July 10, 2009**

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## **OVERVIEW**

The American Reinvestment and Recovery Act (ARRA) was signed into law by President Obama on February 17, 2009. It is an unprecedented effort to jumpstart our economy, create or save millions of jobs, and put a down payment on addressing long-neglected challenges so our country can thrive in the 21st century. The Act is an extraordinary response to a crisis unlike any since the Great Depression, and includes measures to modernize our nation's infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need.

## **GOALS**

The Department of State (DOS) seeks to use ARRA funds to: create and save jobs; repair and modernize domestic infrastructure crucial to the safety of American citizens; enhance energy independence and reduce global warming by “greening” our facilities; and expand consular services offered to American taxpayers.

## **GOVERNANCE AND RISK MANAGEMENT**

The Department has designated the Under Secretary for Management as the Senior Accountable Official for the Recovery Act. The Office of Management Policy, Rightsizing and Innovation is coordinating the Department’s work under the Recovery Act, in full cooperation and coordination with the budget and program offices. The Department will leverage our existing organizations and processes to the greatest extent possible for oversight functions, including the Management Controls Steering Committee and Senior Assessment Team.

The Department has already undertaken several risk management activities. To the greatest possible extent, we have imposed budgetary funds control in our financial systems to budget levels lower than usual. The Department has proactively engaged the Office of the Inspector General, and we fully intend to coordinate and leverage any oversight activities that they undertake. The Department will place specific Recovery Act language into the annual A-123 assurance letters that are signed by the Assistant Secretaries to the Secretary to ensure:

- Obligations and costs are in compliance with applicable law
- Funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation

- Revenues and expenditures applicable to agency operations are properly recorded and accounted for, to permit the preparation of accounts and reliable financial and statistical reports, and to maintain accountability over the assets.

In addition to the risk management activities outlined above, the Department is developing a risk profile to establish mitigation plans and processes. We will prioritize and monitor our risks, assessing and utilizing (but not limited to) factors such as:

- funding level of the program
- the kind and scope of activities to be performed
- delivery schedules and project plans
- expected outcomes and outputs
- characteristics of recipients and ability to identify any wrong-doings or improprieties
- prior and existing audits and findings
- the extent currently subjected to existing internal control processes
- management and oversight structures

The Department will track the program plan obligations, milestones and performance measures. Analysis and reporting on obligations, outlays, funding modifications and unliquidated obligations will be undertaken in a timely fashion. We plan to monitor the entire lifecycle of the programs.

**AMERICAN RECOVERY  
AND REINVESTMENT ACT of 2009  
FUNDING SUMMARY TABLE**  
(\$ in thousands)

<b>State Operations Account</b>	<b>Funds</b>
<b>Diplomatic &amp; Consular Programs</b>	<b>90,000</b>
Hard Skills Training Center	70,000
Consular Affairs Passport Facilities	15,000
National Foreign Affairs Training Center	5,000
<b>Capital Investment Fund</b>	<b>290,000</b>
Data Center	120,000
IT Platform	33,500
<i>Diplomatic Facility Telephone System Replacement</i>	<i>10,000</i>
<i>Replacement of Aging Desktop Computers (GITM)</i>	<i>13,000</i>
<i>Mobile Computing</i>	<i>10,500</i>
Cyber Security	98,500
<i>Tools to Guard Against &amp; Track Cyber Attacks</i>	<i>64,205</i>
<i>Strengthen Computer H/W Security Testing and Forensic Investigations</i>	<i>4,000</i>
<i>Safeguarding Citizens- Computer Security Systems</i>	<i>25,366</i>
<i>Expanded Cyber Education</i>	<i>4,929</i>
Transfer to USAID*	38,000
<b>Office of Inspector General**</b>	<b>2,000</b>
<b>International Boundary and Water Commission Construction</b>	<b>220,000</b>
<b>TOTAL</b>	<b>602,000</b>

\* USAID program plan not included. USAID responsible for providing program plan.

\*\* OIG program plan not included. OIG has separate reporting procedures.

**DIPLOMATIC AND CONSULAR PROGRAMS (D&CP)**  
(\$ in thousands)

<b>Diplomatic and Consular Programs</b>	<b>FY 2009 Stimulus Funds</b>
Hard Skills Training Center	70,000
Passport Facilities	15,000
National Foreign Affairs Training Center	5,000
<b>TOTAL</b>	<b>90,000</b>

***I. Hard Skills Training Center \$70,000,000***

**Summary**

Construct a training facility capable of supporting hard skills security-related training for the Department and the wider foreign affairs community. The existing security training infrastructure is not sufficient to meet current and projected training needs. Recovery Act funds along with regular Worldwide Security and Protection (WSP) appropriated funds will enable the Department to construct a hard skills training campus that meets the increased demand for security training and makes the delivery of security training more efficient than the current arrangement of 15 separate locations throughout the United States. Specifically, the Foreign Affairs Counter Threat course, already mandated for federal employees assigned to only five specific posts, will be expanded to include all critical and high threat posts worldwide. This project will enable the Department to provide vital security training to law enforcement and security staff and all foreign affairs employees; especially those assigned to critical and high threat posts.

This hard skills training facility will use both ARRA stimulus funds and WSP funding. Currently, the Department has \$105.5 million programmed to support this project (\$70 M ARRA, \$17.55M FY 2009 WSP, and another \$18M in WSP) in FY2009. Subsequent phases of the project will be funded through WSP. The FY 2010 budget request seeks an additional \$12.5M to bring annual WSP funding for this project to \$30 million/year.

As requested in the joint explanatory statement accompanying the Department of State, Foreign Operations, and Related Programs Appropriations Act, 2008 (Div. J, P.L. 110-161), the Department produced a report in May 2008 outlining the Department's increased need for security training and provided the initial project concepts for a training facility as part of a consolidated security training complex. The report called for the development of a master plan starting with an Architectural & Engineering (A&E) study to help frame the project scope, cost and timelines. Those initial project studies will be completed with ARRA and WSP funds.

In addition, ARRA and FY 2009 WSP funds will be used to complete Phase 1 of the training facility. The consideration and funding of any possible future phases will be subject to annual

funding availability and prioritization in the annual budget process. The project concept is to deliver functioning training facilities at the completion of each phase of the project and not have any partially completed training venues.

Anticipated deliverables in Phase 1 funded by the ARRA and FY 2009 WSP funds are:

Perimeter security  
Indoor firing ranges  
Live–fire shooting houses  
Baffled outdoor tactical combat ranges  
Outdoor rifle range  
Drive and shoot range  
Simulations building  
High-speed antiterrorism driving tracks  
Mock urban driving tracks  
Unimproved road driving course  
Administration buildings  
Site/utility infrastructure (specific details to be provided when site has been decided upon)

### **Objectives**

1. Produce a Master Plan, acquire and secure a site, and complete the first phase of construction of a consolidated training facility.
2. Simplify logistics and save time and money (including avoidance of lease costs) by centralizing training that is currently done in 15 locations throughout the country

### **Activities**

- 1) Land acquisition
- 2) Architectural and engineering services
- 3) Site preparation
- 4) Phase one construction
- 5) Furnishing, furniture and equipment/operations and maintenance
- 6) Project Management

### **Characteristics**

- 1) Contracts - Open source competitions will be used for site selection and contract awards.
- 2) Recipients
  - a. 95% of ARRA funding is anticipated to go to non-Federal entities
  - b. 5% of ARRA funding is anticipated to go to Federal agencies (General Services Administration - GSA)
- 3) Beneficiaries – Foreign Affairs Employee Community
- 4) Award selection methodology
  - a. Awards are expected to be competitive
  - b. Full and open

- c. Small, disadvantaged businesses

### **Schedule**

#### Planning Phase:

Issue notice to proceed to Architectural and Engineering Firm (May 2009)

#### Procurement Phase:

Complete Site Acquisition (Planned delivery date: December 2009)

Award Design/Build Contract (Planned delivery date: May 2010)

Issue notice to proceed to Design/Build Contractor (Planned delivery date: June 2010)

#### Execution Phase 1:

Design and build (Planned delivery date: December 2011)

Procurement and installation of equipment and furnishings (Planned delivery date: Feb. 2011)

### **Environmental Review Compliance**

The project will comply with National Environmental Policy Act, National Historic Preservation Act, and related statutes as applicable to the circumstances of the project.

All environmental documentation will be prepared in compliance with the National Environmental Policy Act (NEPA) and the NEPA implementing regulations of the Council on Environmental Quality (CEQ), 40 CFR Parts 1500-1518. State and GSA will coordinate to ensure that the required reporting is met.

### **Measures**

- 1) Quarterly reporting on progress toward achievement of training center project management goals at a minimum, monthly, or even shorter intervals, reporting if deemed necessary. Links to non-proprietary reporting will be posted on the recovery.gov website
- 2) Contract awards, obligation and spend rates
- 3) Number of people employed
- 4) The consolidation of the Bureau's training currently provided at 15 disparate venues throughout the country will create efficiencies in the provision of essential security training to the foreign affairs community. Reductions in lease cost and facility use fees will occur as we migrate to the training center. We currently estimate \$16.833 Million annually in lease and operational cost off-sets.

### **Monitoring/Evaluation**

The Bureau of Diplomatic Security uses the Program and Performance Measurement System (PPMS) to review the progress of all major programs. Critical tasks within the program/project are identified and performance indicators for acceptable levels of performance are created. Regularly scheduled performance reports are generated so that performance on critical tasks can



be analyzed and corrective actions taken. Consistent collaboration with the Office of the Inspector General will take place throughout this project.

### **Accountability**

DS has two program management systems in place to hold managers accountable for all programs:

- 1) PPMS is a tool used by DS to integrate performance management into the budget process. PPMS identifies critical tasks within the program/project and performance indicators are created for those critical tasks with criteria for acceptable levels of performance. Regularly scheduled performance reports are generated so that performance of critical tasks can be analyzed and corrective actions taken as necessary.
- 2) The DS Planning System (DSPS) is a bureau-wide planning system that complements and supports the PPMS. The program plans developed in DSPS link program activities and results to the Bureau Strategic Plan and for each program identifies and documents a “best concept” program design.

### **Transparency**

The Program and Performance Measurement System (PPMS) provides transparency throughout the process.

### **Barriers to Effective Implementation**

The project will be subject to the following risks:

- 1) Suitable, affordable site unavailable
- 2) Permissions and permits to build cannot be secured
- 3) Unexpected complications related to environmental requirements
- 4) Soil and water analysis issues that inhibit/prohibit building on the site
- 5) Construction delays
- 6) Properly qualified Design/Build contractor unavailable

### **Federal Infrastructure Investments**

The Department will seek to incorporate as many of the Leadership in Energy and Environmental Design (LEED) Green Building System strategies of sustainable design and, to the extent possible, the DOS Building Standards in order to meet LEED Silver Certification requirements. The contractor shall incorporate as many of the strategies of sustainable design, and to reduce life cycle costs, environmental energy intensity, waste, and pollution generation while enhancing the work environment for greater quality of employee health and productivity. The most recent Federal Guide for Green Construction Specifications, Whole Building Design Guide and other references, as applicable to this project, are to be incorporated into the Construction Documents and Project Specifications as instructions to contract performance and a means to meet various federal government statutes and Executive Order mandates.

### **GSA Interactions**

The project team meets weekly and is working with GSA to fulfill requirements for site acquisition and procuring A&E services for the development of a master plan as well as bid design-build documents for Phase I of the project. The selected A&E firm has been provided preliminary information and presented their proposed team and project approach to DOS. The final Statement of Work (SOW) is complete and will be provided to the DOS Contracting Office for issuance to the Contractor. GSA is reviewing the SOW and are incorporating their requirements into the SOW to ensure effective and expeditious execution of the project. The Bureau of Administration is currently preparing the Independent Government Cost Estimate and preliminary project schedule. Reporting on meeting the requirements as provided in the National Environmental Policy Act (NEPA) will be carried out by the Department's Office of Facilities Management.

## ***II. Passport Facilities \$15,000,000***

<b>Diplomatic and Consular Programs</b>	<b>FY 2009 Stimulus Funds</b>
Passport Facilities	15,000
<b>TOTAL</b>	<b>15,000</b>

### **Summary**

Construct five new passport agencies (Vermont, Buffalo, El Paso, Atlanta, & San Diego) and expand services at two existing locations (Portsmouth and Hot Springs).

The \$15 million in recovery funds will fully start-up all 5 new passport facilities, including equipment, and renovations to two existing locations. Average renovation costs are based on the most recent passport projects (Detroit, Minneapolis, & Dallas) and are roughly \$1.7M to \$2.2M (including equipment) based on an average cost per square foot of \$220.00. The Bureau of Consular Affairs (CA) will collocate the adjudication and fraud units at the Portsmouth National Passport Center, in accordance with General Accountability Office recommendations, to ensure the adjudication process focuses on potential fraud indicators. The renovations at Portsmouth and Hot Springs will address CA's highest priority of alleviating potential deficiencies in the adjudication process in Portsmouth. Estimated out-year operating costs will be funded by Border Security Program funds.

### **GSA Interactions**

The Department is working closely with GSA to initiate the market surveys to identify appropriate building lease options. CA has established a weekly meeting with GSA to closely monitor the progress and address potential concerns of each project.

## ***Project One: San Diego \$3,350,000***

<b><u>San Diego</u></b>	
<u># Counters</u>	<u>8</u>
<u>Const/Phone/DS/Furniture</u>	<u>\$ 2,400,000</u>
<u>Data systems</u>	<u>\$ 800,000</u>
<u>Card Printers</u>	<u>\$ 150,000</u>
<u>-</u>	<u>-</u>
<u>Total One-time Agency costs only</u>	<u>\$ 3,350,000</u>

## **Objectives**

Passport Services (PPT) seeks to expand our existing network of twenty-one agencies/centers nationwide by locating an agency in San Diego, CA. This facility would provide the California public with full and easy access to our range of services. PPT expects the facility will issue Will-Call, in-person expedite fee cases to assist the travelling public in emergency situations.

## **Activities**

- 1) Counter traffic
- 2) On-site PPT card printing
- 3) On-site PPT book printing
- 4) Construction is related to expanding service to the American traveling public.

## **Characteristics**

- 1) Contracts – construction contracts to be awarded through GSA or standard competitive procedures
- 2) Recipients
  - a. Non-Federal: Contracts for build-out
  - b. Federal: GSA
- 3) Beneficiaries – This addition to our existing center would allow the Department to provide the full range of passport services to an underserved area of the country.
- 4) Award selection methodology - Consular Affairs and the Bureau of Administration (A/OPR) will review all available federal properties. If there are no suitable federal properties, A/OPR will conduct a real-property procurement through GSA to itemize all CA requirements in an effort to identify the most cost-effective facility. CA requirements are matched against COSTAR (GSA's database for locating available properties nationwide) and a team will be dispatched to the field to examine and confirm the suitability of the physical property.

## **Schedule: Awaiting GSA schedule after market survey**

- 1) Solicitation of space and lease award
  - a. Pre-solicitation requirements, SF-81 preparation
  - b. Advertisement
  - c. Solicitation and site evaluation
  - d. Lease Negotiations and execution
- 2) Design/bid/permit
  - a. Pre-construction and design kick off
  - b. Passport Services and Diplomatic Security design requirements
  - c. Design development drawings
  - d. Construction Documents/Bid/Permit
- 3) Construction
- 4) Furniture and systems installation

- 5) A/OPR will review schedule submitted by CA. Typical build-out is about 18 months (inclusive of all activities).

### **Environmental Review Compliance**

The project will comply with National Environmental Policy Act, National Historic Preservation Act, and related statutes as applicable to the circumstances of the project.

### **Savings/Costs**

- 1) The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria.
- 2) Estimated annual operating expenses required are approximately \$2,090,000, based on the cost of a comparable size agency.
  - a) Lease Payment - \$812,000
  - b) Operating Cost - \$421,800
  - c) Personnel Cost - \$856,200
- 3) All efforts will be made to transfer government staff within the existing workforce.

### **Measures**

- 1) Quarterly reports on the progress of each project and will establish a rate of completion for each phase of construction.
- 2) Consular Affairs and State's Bureau of Administration will competitively bid contracts using internal mechanisms.
- 3) Dollar value of furniture and equipment for each project.
- 4) Monthly progress report of percent obligated of total project value.

### **Monitoring/Evaluation**

- 1) The Bureau of Administration will track the construction of the project through weekly project tracking meetings.
- 2) Areas of risks will be initially identified and updated during project progress meetings.
- 3) Operations at the facility will be subject to periodic management assessments, yearly Internal Controls Program Assessments, Office of the Inspector General Audits, and Incident Reporting in accordance to Internal Controls guidelines.

### **Transparency**

Agency program plans and costs will be detailed in yearly submissions of the Bureau Strategic Plan. Adjustments, i.e., increases and decreases in spending plans, will be reflected in mid-year and end-of-year budget submissions.

### **Accountability**

Agency accountability will be in accordance with Management Controls for Consular Operations. The Regional Director for the Agency will report directly to the Senior Passport Operations Manager.

### **Barriers to Effective Implementation**

State Department and GSA will coordinate and work closely to meet the tight deadlines of this initiative. In cases where GSA space is not available, slow responses from commercial businesses, prolonged discussions about possible components of leases, and contract disputes with vendors could present barriers to completion of projects within the two-year timeframe.

### **Federal Infrastructure Investments**

The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria. CA will incorporate water efficient technologies in public areas to reduce water consumption, purchase green products and services for each project to create environmentally friendly agencies. Establish recycling stations at each new agency for the collection of reusable materials. In facilities located within existing GSA space already built out, GSA will work with CA, to the maximum extent possible, to incorporate Green Guiding Principles.

***Project Two: Atlanta - \$3,200,000***

<b><u>Atlanta</u></b>	
<u># Counters</u>	<u>8</u>
<u>Const/Phone/DS/Furniture</u>	<u>\$ 2,400,000</u>
<u>Data systems</u>	<u>\$ 800,000</u>
<u>-</u>	<u>-</u>
<u>Total One-time Agency costs only</u>	<u>\$ 3,200,000</u>
<u>-</u>	<u>-</u>

**Objectives**

Passport Services (PPT) seeks to expand our existing network of twenty-one agencies/centers nationwide by locating an agency in Atlanta, GA. This facility would be open to the public and allow the Department to provide the Atlanta and southeastern areas of the U.S. with easy access to our full range of passport services. The Atlanta Passport Agency (PPT/ATL) will issue passports to customers who have urgent/emergency travel needs and will have the capacity to issue passports onsite. The agency will operate 8 public counters. The agency will employ 11 government staff. All efforts will be made to transfer staff within the existing workforce.

**Activities**

- 1) Public counter traffic
- 2) Off-site passport card printing
- 3) On/off-site passport book printing
- 4) Construction is related to expanding service to the American traveling public.

**Characteristics**

- 1) Contracts – construction contracts to be awarded through GSA or standard competitive procedures
- 2) Recipients
  - a. Non-Federal: Contracts for build-out
  - b. Federal: GSA
- 3) Beneficiaries – This addition to our existing center would allow the Department to provide the full range of passport services to an underserved area of the country.
- 4) Award selection methodology - Consular Affairs and the Bureau of Administration (A/OPR) will review all available federal properties. If there are no suitable federal properties, A/OPR will conduct a real-property procurement through GSA to itemize all CA requirements in an effort to identify the most cost-effective facility. CA requirements are matched against COSTAR (GSA's database for locating available properties nationwide) and a team will be dispatched to the field to examine and confirm the suitability of the physical property.

### **Schedule: Awaiting GSA schedule after market survey**

- 1) Solicitation of space and lease award
  - a. Pre-solicitation requirements, SF-81 preparation
  - b. Advertisement
  - c. Solicitation and site evaluation
  - d. Lease Negotiations and execution
- 2) Design/bid/permit
  - a. Pre-construction and design kick off
  - b. Passport Services and Diplomatic Security design requirements
  - c. Design development drawings
  - d. Construction Documents/Bid/Permit
- 3) Construction
- 4) Furniture and systems installation
- 5) A/OPR will review schedule submitted by CA. Typical build-out is about 18 months (inclusive of all activities).

### **Environmental Review Compliance**

The project will comply with National Environmental Policy Act, National Historic Preservation Act, and related statutes as applicable to the circumstances of the project.

### **Savings/Costs**

- 1) The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with the LEED criteria.
- 2) Estimated annual operating expenses required are \$2,390,000, based on the cost of a comparable size agency.
  - a) Lease Payment - \$974,000
  - b) Operating Cost - \$580,000
  - c) Personnel Cost - \$836,000
- 3) All efforts will be made to transfer staff within the existing workforce.

### **Measures**

- 1) Quarterly reports on the progress of each project and will establish a rate of completion for each phase of construction.
- 2) Consular Affairs and State's Bureau of Administration will competitively bid contracts using internal mechanisms.
- 3) Dollar value of furniture and equipment for each project.
- 4) Monthly progress report of percent obligated of total project value.



## **Monitoring/Evaluation**

- 1) A/OPR will track the construction of the project through weekly project tracking meetings. Areas of risks will be initially identified and updated during project progress meetings.
- 2) Operations at the facility will be subject to periodic management assessments, yearly Internal Controls Program Assessments, Office of the Inspector General Audits, and Incident Reporting in accordance to Internal Controls guidelines.

## **Transparency**

Agency program plans and costs will be detailed in yearly submissions of the Bureau Strategic Plan. Adjustments, i.e., increases and decreases in spending plans, will be reflected in mid-year and end-of-year budget submissions.

## **Accountability**

Agency accountability will be in accordance with Management Controls for Consular Operations. The Regional Director for the Agency will report directly to the Senior Passport Operations Manager.

## **Barriers to Effective Implementation**

State Department and GSA will coordinate and work closely to meet the deadlines of this initiative. In cases where GSA space is not available, slow responses from commercial businesses, prolonged discussions about possible components of leases, and contract disputes with vendors could present barriers to completion of projects within the two-year timeframe.

## **Federal Infrastructure Investments**

The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria. CA will incorporate water efficient technologies in public areas to reduce water consumption, purchase green products and services for each project to create environmentally friendly agencies. Establish recycling stations at each new agency for the collection of reusable materials. In facilities located within existing GSA space already built out, GSA will work with CA, to the maximum extent possible, to incorporate Green Guiding Principles.

***Project Three: National Passport Center (Portsmouth, NH) - \$2,570,000***

<b><u>Portsmouth</u></b>	
<u># Counters</u>	<u>1</u>
<u>Const/Phone/DS/Furniture</u>	<u>\$ 2,220,000</u>
<u>Data systems</u>	<u>\$ 350,000</u>
<u>-</u>	<u>-</u>
<u>Total One-time Agency costs only</u>	<u>\$ 2,570,000</u>
<u>-</u>	<u>-</u>

**Objectives**

Passport Services (PPT) seeks to expand our existing network of twenty-one agencies/centers nationwide by locating a public counter in the National Passport Center (NPC) in Portsmouth, NH. Although currently a dedicated adjudication/processing center, NPC would accommodate referred applicants on an ad hoc, limited basis. This addition to our existing center would allow the Department to provide New England residents with the full range of passport services in emergency/urgent situations. The new addition will include 25,000 square feet of usable space CA plans to co-locate the adjudication and fraud units at Portsmouth in accordance with Government Accountability Office (GAO) recommendations to ensure that the adjudication process focuses on potential fraud indicators. The center will operate one public counter. The counter will employ no additional government staff.

**Activities**

- 1) Counter traffic
- 2) On-site PPT card printing
- 3) On-site PPT book printing
- 4) Construction is related to expanding service to the American traveling public.

**Characteristics**

- 1) Contracts – construction contracts to be awarded through GSA or standard competitive procedures
- 2) Recipients
  - a. Non-Federal: Contracts for build-out
  - b. Federal: GSA
- 3) Beneficiaries – This addition to our existing center would allow the Department to provide the full range of passport services to an underserved area of the country.
- 4) Award selection methodology - Consular Affairs and the Bureau of Administration (A/OPR) will review all available federal properties. If there are no suitable federal properties, A/OPR will conduct a real-property procurement through GSA to itemize all CA requirements in an effort to identify the most cost-effective facility. CA requirements are matched against COSTAR (GSA's database for locating available properties nationwide) and a team will be dispatched to the field to examine and confirm the suitability of the physical property.

### **Schedule**

- 1) Design/bid/permit
  - a. Pre-construction and design kick off
  - b. Passport Services and Diplomatic Security design requirements
  - c. Design development drawings
  - d. Construction Documents/Bid/Permit
- 2) Construction
- 3) Furniture and systems installation
- 4) A/OPR will review schedule submitted by CA.

### **Environmental Review Compliance**

The project will comply with National Environmental Policy Act, National Historic Preservation Act, and related statutes as applicable to the circumstances of the project.

### **Savings/Costs**

- 1) The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with the LEED criteria.
- 2) Estimated annual operating expenses at NPC for FY-10 are \$1,733,328 and expected to increase by \$172,000, based on the cost of additional square footage.
- 3) All efforts will be made to transfer government staff within the existing workforce.

### **Measures**

- 1) Quarterly reports on the progress of each project and establish a rate of completion for each phase of construction.
- 2) Consular Affairs and State's Bureau of Administration will competitively bid contracts using internal mechanisms.
- 3) Dollar value of furniture and equipment for each project.
- 4) Monthly progress report of percent obligated of total project value.
- 5) Number of emergency service requests provided.

### **Monitoring/Evaluation**

- 1) A/OPR will track the construction of the project through weekly project tracking meetings. Areas of risks will be initially identified and updated during project progress meetings.
- 2) Operations at the facility will be subject to periodic management assessments, yearly Internal Controls Program Assessments, Office of the Inspector General Audits, and Incident Reporting in accordance to Internal Controls guidelines.

### **Transparency**

Agency program plans and costs will be detailed in yearly submissions of the Bureau Strategic Plan. Adjustments, i.e., increases and decreases in spending plans, will be reflected in mid-year and end-of-year budget submissions.

### **Accountability**

Agency accountability will be in accordance with Management Controls for Consular Operations. The Regional Director for the Agency will report directly to the Senior Passport Operations Manager.

### **Barriers to Effective Implementation**

State Department and GSA will coordinate and work closely to meet the deadlines of this initiative. In cases where GSA space is not available, slow responses from commercial businesses, prolonged discussions about possible components of leases, and contract disputes with vendors could present barriers to completion of projects within the two-year timeframe.

### **Federal Infrastructure Investments**

The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria. CA will incorporate water efficient technologies in public areas to reduce water consumption, purchase green products and services for each project to create environmentally friendly agencies. Establish recycling stations at each new agency for the collection of reusable materials. In facilities located within existing GSA space already built out, GSA will work with CA, to the maximum extent possible, to incorporate Green Guiding Principles.

**Project Four: Vermont - \$2,150,000**

<u>Vermont</u>	
<u># Counters</u>	<u>5</u>
<u>Const/Phone/DS/Furniture</u>	<u>\$ 1,500,000</u>
<u>Data systems</u>	<u>\$ 500,000</u>
<u>Card Printers</u>	<u>\$ 150,000</u>
<u>-</u>	<u>-</u>
<u>Total One-time Agency costs only</u>	<u>\$ 2,150,000</u>
<u>-</u>	<u>-</u>

**Objectives**

Passport Services (PPT) seeks to expand our existing network of twenty-one agencies/centers nationwide by locating an agency in Vermont. This facility would be open to the public and allow the Department to provide the citizens of Vermont with access to our full range of passport services. The Bureau of Consular Affairs is considering a plan to co-locate this facility with Customs and Border Patrol (CBP) facilities close to the border. This facility will be equipped to issue Will-Call, in-person expedite Fee cases to assist the travelling public in emergency situations and will have both passport card and passport book print capabilities. PPT will coordinate closely with CBP on this facility. The agency will operate 5 public counters. The agency will employ 8 government staff. All efforts will be made to transfer staff within the existing workforce.

**Activities**

- 1) Counter traffic
- 2) On-site PPT card printing
- 3) On-site PPT book printing
- 4) Construction is related to expanding service to the American traveling public.

**Characteristics**

- 1) Contracts – construction contracts to be awarded through GSA or standard competitive procedures
- 2) Recipients
  - a. Non-Federal: Contracts for build-out
  - b. Federal: GSA
- 3) Beneficiaries – This addition to our existing center would allow the Department to provide the full range of passport services to an underserved area of the country.
- 4) Award selection methodology - Consular Affairs and the Bureau of Administration (A/OPR) will review all available federal properties. If there are no suitable federal properties, A/OPR will conduct a real-property procurement through GSA to itemize all CA requirements in an effort to identify the most cost-effective facility. CA requirements are matched against

COSTAR (GSA's database for locating available properties nationwide) and a team will be dispatched to the field to examine and confirm the suitability of the physical property.

#### **Schedule: Awaiting GSA schedule after market survey**

- 1) Solicitation of space and lease award –
  - a. Pre-solicitation requirements, SF-81 preparation
  - b. Advertisement
  - c. Solicitation and site evaluation
  - d. Lease Negotiations and execution
- 2) Design/bid/permit –
  - a. Pre-construction and design kick off
  - b. Passport Services and Diplomatic Security design requirements
  - c. Design development drawings
  - d. Construction Documents/Bid/Permit
- 3) Construction
- 4) Furniture and systems installation
- 5) A/OPR will review schedule submitted by CA. Typical build-out is about 18 months (inclusive of all activities)

#### **Environmental Review Compliance**

The project will comply with National Environmental Policy Act, National Historic Preservation Act, and related statutes as applicable to the circumstances of the project.

#### **Savings/Costs**

- 1) The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with the LEED criteria.
- 2) Estimated annual operating expenses required are \$1,650,000, based on the cost of a comparable size agency.
  - a) Lease Payment - \$648,000
  - b) Operating Cost - \$372,000
  - c) Personnel Cost - \$630,000
- 3) All efforts will be made to transfer staff within the existing workforce.

#### **Measures**

- 1) Quarterly reports on the progress of each project and establish a rate of completion for each phase of construction.
- 2) Consular Affairs and State's Bureau of Administration will competitively bid contracts using internal mechanisms.
- 3) Dollar value of furniture and equipment for each project.
- 4) Monthly progress report of percent obligated of total project value.

### **Monitoring/Evaluation**

- 1) A/OPR will track the construction of the project through weekly project tracking meetings. Areas of risks will be initially identified and updated during project progress meetings.
- 2) Operations at the facility will be subject to periodic management assessments, yearly Internal Controls Program Assessments, Office of the Inspector General Audits, and Incident Reporting in accordance to Internal Controls guidelines.

### **Transparency**

Agency program plans and costs will be detailed in yearly submissions of the Bureau Strategic Plan. Adjustments, i.e., increases and decreases in spending plans, will be reflected in mid-year and end-of-year budget submissions.

### **Accountability**

Agency accountability will be in accordance with Management Controls for Consular Operations. The Regional Director for the Agency will report directly to the Senior Passport Operations Manager.

### **Barriers to Effective Implementation**

State Department and GSA will coordinate and work closely to meet the deadlines of this initiative. In cases where GSA space is not available, slow responses from commercial businesses, prolonged discussions about possible components of leases, and contract disputes with vendors could present barriers to completion of projects within the two-year timeframe.

### **Federal Infrastructure Investments**

The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria. CA will incorporate water efficient technologies in public areas to reduce water consumption, purchase green products and services for each project to create environmentally friendly agencies. Establish recycling stations at each new agency for the collection of reusable materials. In facilities located within existing GSA space already built out, GSA will work with CA, to the maximum extent possible, to incorporate Green Guiding Principles.

***Project Five: Arkansas Passport Center (Hot Springs, AR) - \$880,000***

<b>Hot springs</b>	
<u># Counters</u>	<u>3</u>
<u>Const/Phone/DS/Furniture</u>	<u>\$ 790,000</u>
<u>Data systems</u>	<u>\$ 90,000</u>
<u>-</u>	<u>-</u>
<u>Total One-time Agency costs only</u>	<u>\$ 880,000</u>
<u>-</u>	<u>-</u>

**Objectives**

Passport Services (PPT) seeks to expand our existing network of twenty-one agencies/centers nationwide by locating a public counter in the Arkansas Passport Center (APC) in Hot Springs, AR. Although currently a dedicated print center, with public access APC would accommodate referred applicants on an ad hoc, limited basis. This addition to our existing center would allow the Department to provide the full range of passport services in an underserved area of the country. The center will operate 3 public counters. The counter will employ 2 additional government staff. All efforts will be made to transfer staff within the existing workforce.

**Activities**

- 1) Counter traffic
- 2) On-site passport card printing
- 3) On-site passport book printing
- 4) Construction is related to expanding service to the American traveling public.

**Characteristics**

- 1) Contracts – construction contracts to be awarded through GSA or standard competitive procedures
- 2) Recipients
  - a. Non-Federal: Contracts for build-out
  - b. Federal: GSA
- 3) Beneficiaries – This addition to our existing center would allow the Department to provide the full range of passport services to an underserved area of the country.
- 4) Award selection methodology - Consular Affairs and the Bureau of Administration (A/OPR) will review all available federal properties. If there are no suitable federal properties, A/OPR/RPM will conduct a real-property procurement through GSA to itemize all CA requirements in an effort to identify the most cost-effective facility. CA requirements are matched against COSTAR (GSA's database for locating available properties nationwide) and a team is dispatched to the field to examine and confirm the suitability of the physical property.



### **Schedule**

- 1) Design/bid/permit
  - a. Pre-construction and design kick off
  - b. Passport Services and Diplomatic Security design requirements
  - c. Design development drawings
  - d. Construction Documents/Bid/Permit
- 2) Construction
- 3) Furniture and systems installation
- 4) A/OPR will review schedule submitted by CA.

### **Environmental Review Compliance**

The project will comply with National Environmental Policy Act, National Historic Preservation Act, and related statutes as applicable to the circumstances of the project.

### **Savings/Costs**

- 1) The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria.
- 2) Estimated annual operating expenses required are \$570,000, based on the cost of additional square footage.
- 3) All efforts will be made to transfer staff within the existing workforce.

### **Measures**

- 1) Quarterly reports on the progress of each project and will establish a rate of completion for each phase of construction.
- 2) Consular Affairs and State's Bureau of Administration will competitively bid contracts using internal mechanisms.
- 3) Dollar value of furniture and equipment for each project.
- 4) Monthly progress report of percent obligated of total project value.

### **Monitoring/Evaluation**

- 1) A/OPR will track the construction of the project through weekly project tracking meetings. Areas of risks will be initially identified and updated during project progress meetings.
- 2) Operations at the facility will be subject to periodic management assessments, yearly Internal Controls Program Assessments, Office of the Inspector General Audits, and Incident Reporting in accordance to Internal Controls guidelines.

### **Transparency**

Agency program plans and costs will be detailed in yearly submissions of the Bureau Strategic Plan. Adjustments, i.e., increases and decreases in spending plans, will be reflected in mid-year and end-of-year budget submissions.

### **Accountability**

Agency accountability will be in accordance with Management Controls for Consular Operations. The Regional Director for the Agency will report directly to the Senior Passport Operations Manager.

### **Barriers to Effective Implementation**

State Department and GSA will coordinate and work closely to meet the deadlines of this initiative. In cases where GSA space is not available, slow responses from commercial businesses, prolonged discussions about possible components of leases, and contract disputes with vendors could present barriers to completion of projects within the two-year timeframe.

### **Federal Infrastructure Investments**

The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria. CA will incorporate water efficient technologies in public areas to reduce water consumption, purchase green products and services for each project to create environmentally friendly agencies. Establish recycling stations at each new agency for the collection of reusable materials. In facilities located within existing GSA space already built out, GSA will work with CA, to the maximum extent possible, to incorporate Green Guiding Principles.

**Project Six: Buffalo - \$700,000**

	<b>Buffalo</b>
<u># Counters</u>	<u>5</u>
<u>Const/Phone/DS/Furniture</u>	<u>\$ 350,000</u>
<u>Data systems</u>	<u>\$ 200,000</u>
<u>Card Printers</u>	<u>\$ 150,000</u>
<u>-</u>	<u>-</u>
<u>Total One-time Agency costs only</u>	<u>\$ 700,000</u>
<u>-</u>	<u>-</u>

**Objectives**

Passport Services (PPT) seeks to expand our existing network of twenty-one agencies/centers nationwide by locating an agency in Buffalo, NY. This facility would be open to the public and allow the Department to provide the citizens and travelers of Northwestern New York state with access to our full range of passport services. The Bureau of Consular Affairs (CA) is considering a plan to co-locate this facility with Customs and Border Patrol (CBP) facilities close to the border. This facility will be equipped to issue Will-Call, in-person expedite fee cases to assist the travelling public in emergency situations and will have both passport card and passport book print capabilities. CA will coordinate closely with CBP on this facility. The agency will operate 5 public counters. The agency will employ 8 government staff. All efforts will be made to transfer staff within the existing workforce.

**Activities**

- 1) Counter traffic
- 2) On-site passport card printing
- 3) On-site passport book printing
- 4) Construction is related to expanding service to the American traveling public.

**Characteristics**

- 1) Contracts – construction contracts to be awarded through GSA or standard competitive procedures
- 2) Recipients
  - a. Non-Federal: Contracts for build-out
  - b. Federal: GSA
- 3) Beneficiaries – This addition to our existing center would allow the Department to provide the full range of passport services to an underserved area of the country.
- 4) Award selection methodology - Consular Affairs and the Bureau of Administration (A/OPR) will review all available federal properties. If there are no suitable federal properties,

A/OPR will conduct a real-property procurement through GSA to itemize all CA requirements in an effort to identify the most cost-effective facility. CA requirements are matched against COSTAR (GSA's database for locating available properties nationwide) and a team is dispatched to the field to examine and confirm the suitability of the physical property.

### **Schedule: Awaiting GSA schedule after market survey**

- 1) Solicitation of space and lease award
  - a. Pre-solicitation requirements, SF-81 preparation
  - b. Advertisement
  - c. Solicitation and site evaluation
  - d. Lease Negotiations and execution
- 2) Design/bid/permit
  - a. Pre-construction and design kick off
  - b. Passport Services and Diplomatic Security design requirements
  - c. Design development drawings
  - d. Construction Documents/Bid/Permit
- 3) Construction
- 4) Furniture and systems installation
- 5) A/OPR will review schedule submitted by CA. Typical build-out is about 18 months (inclusive of all activities)

### **Environmental Review Compliance**

The project will comply with National Environmental Policy Act, National Historic Preservation Act, and related statutes as applicable to the circumstances of the project.

### **Savings/Costs**

- 1) The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria.
- 2) Estimated annual operating expenses required are \$1,670,000, based on the cost of a comparable size agency.
  - a) Lease Payment - \$654,000
  - b) Operating Cost - \$372,000
  - c) Personnel Cost - \$644,000
- 3) All efforts will be made to transfer staff within the existing workforce.

### **Measures**

- 1) Quarterly reports on the progress of each project and establish a rate of completion for each phase of construction.
- 2) Consular Affairs and State's Bureau of Administration will competitively bid contracts using internal mechanisms.
- 3) Dollar value of furniture and equipment for each project.
- 4) Monthly progress report of percent obligated of total project value.

### **Monitoring/Evaluation**

- 1) A/OPR will track the construction of the project through weekly project tracking meetings. Areas of risks will be initially identified and updated during project progress meetings.
- 2) Operations at the facility will be subject to periodic management assessments, yearly Internal Controls Program Assessments, Office of the Inspector General Audits, and Incident Reporting in accordance to Internal Controls guidelines.

### **Transparency**

Agency program plans and costs will be detailed in yearly submissions of the Bureau Strategic Plan. Adjustments, i.e., increases and decreases in spending plans, will be reflected in mid-year and end-of-year budget submissions.

### **Accountability**

Agency accountability will be in accordance with Management Controls for Consular Operations. The Regional Director for the Agency will report directly to the Senior Passport Operations Manager.

### **Barriers to Effective Implementation**

State Department and GSA will coordinate and work closely to meet the deadlines of this initiative. In cases where GSA space is not available, slow responses from commercial businesses, prolonged discussions about possible components of leases, and contract disputes with vendors could present barriers to completion of projects within the two-year timeframe.

### **Federal Infrastructure Investments**

The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria. CA will incorporate water efficient technologies in public areas to reduce water consumption, purchase green products and services for each project to create environmentally friendly agencies. Establish recycling stations at each new agency for the collection of reusable materials. In facilities located within existing GSA space already built out, GSA will work with CA, to the maximum extent possible, to incorporate Green Guiding Principles.

***Project Seven: El Paso - \$2,150,000***

<b>El Paso</b>	
<u># Counters</u>	<u>5</u>
<u>Const/Phone/DS/Furniture</u>	<u>\$ 1,500,000</u>
<u>Data systems</u>	<u>\$ 500,000</u>
<u>Card Printers</u>	<u>\$ 150,000</u>
<u>-</u>	<u>-</u>
<u>Total One-time Agency costs only</u>	<u>\$ 2,150,000</u>

**Objectives**

Passport Services (PPT) seeks to expand our existing network of twenty-one agencies/centers nationwide by locating an agency in El Paso, Texas. This facility would be open to the public and allow the Department to provide the citizens of El Paso with access to our full range of passport services. The Bureau of Consular Affairs (CA) is considering a plan to co-locate this facility with Customs and Border Patrol (CBP) facilities close to the border. This facility will be equipped to issue Will-Call, in-person expedite fee cases to assist the travelling public in emergency situations and will have both passport card and passport book print capabilities. PPT will coordinate closely with CBP on this facility. The agency will operate 5 public counters. The agency will employ 8 government staff. All efforts will be made to transfer staff within the existing workforce.

**Activities**

- 1) Counter traffic
- 2) On-site passport card printing
- 3) On-site passport book printing
- 4) Construction is related to expanding service to the American traveling public.

**Characteristics**

- 1) Contracts – construction contracts to be awarded through GSA or standard competitive procedures
- 2) Recipients
  - a. Non-Federal: Contracts for build-out
  - b. Federal: GSA
- 3) Beneficiaries – This addition to our existing center would allow the Department to provide the full range of passport services to an underserved area of the country.
- 4) Award selection methodology - Consular Affairs and the Bureau of Administration (A/OPR) will review all available federal properties. If there are no suitable federal properties,

A/OPR will conduct a real-property procurement through GSA to itemize all CA requirements in an effort to identify the most cost-effective facility. CA requirements are matched against COSTAR (GSA's database for locating available properties nationwide) and a team is dispatched to the field to examine and confirm the suitability of the physical property.

### **Schedule: Awaiting GSA schedule after market survey**

- 1) Solicitation of space and lease award
  - a. Pre-solicitation requirements, SF-81 preparation
  - b. Advertisement
  - c. Solicitation and site evaluation
  - d. Lease Negotiations and execution
- 2) Design/bid/permit
  - a. Pre-construction and design kick off
  - b. Passport Services and Diplomatic Security design requirements
  - c. Design development drawings
  - d. Construction Documents/Bid/Permit
- 3) Construction
- 4) Furniture and systems installation
- 5) A/OPR will review schedule submitted by CA. Typical build-out is about 18 months (inclusive of all activities).

### **Environmental Review Compliance**

The project will comply with National Environmental Policy Act, National Historic Preservation Act, and related statutes as applicable to the circumstances of the project.

### **Savings/Costs**

- 1) The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria.
- 2) Estimated annual operating expenses required are \$1,650,000, based on the cost of a comparable size agency.
  - a) Lease Payment - \$648,000
  - b) Operating Cost - \$372,000
  - c) Personnel Cost - \$630,000
- 3) All efforts will be made to transfer staff within the existing workforce.

### **Measures**

- 1) Quarterly reports on the progress of each project and establish a rate of completion for each phase of construction.
- 2) Consular Affairs and State's Bureau of Administration will competitively bid contracts using internal mechanisms.
- 3) Dollar value of furniture and equipment for each project.
- 4) Monthly progress report of percent obligated of total project value.

### **Monitoring/Evaluation**

- 1) A/OPR will track the construction of the project through weekly project tracking meetings. Areas of risks will be initially identified and updated during project progress meetings.
- 2) Operations at the facility will be subject to periodic management assessments, yearly Internal Controls Program Assessments, Office of the Inspector General Audits, and Incident Reporting in accordance to Internal Controls guidelines.

### **Transparency**

Agency program plans and costs will be detailed in yearly submissions of the Bureau Strategic Plan. Adjustments, i.e., increases and decreases in spending plans, will be reflected in mid-year and end-of-year budget submissions.

### **Accountability**

Agency accountability will be in accordance with Management Controls for Consular Operations. The Regional Director for the Agency will report directly to the Senior Passport Operations Manager.

### **Barriers to Effective Implementation**

State Department and GSA will coordinate and work closely to meet the deadlines imposed by this initiative. In cases where GSA space is not available, slow responses from commercial businesses, prolonged discussions about possible components of leases, and contract disputes with vendors could present barriers to completion of projects within the two-year timeframe.

### **Federal Infrastructure Investments**

The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria. CA will incorporate water efficient technologies in public areas to reduce water consumption, purchase green products and services for each project to create environmentally friendly agencies. Establish recycling stations at each new agency for the collection of reusable materials. In facilities located within existing GSA space already built out, GSA will work with CA, to the maximum extent possible, to incorporate Green Guiding Principles.



### ***III. National Foreign Affairs Training Center \$5,000,000***

#### **Summary**

Construct additional classroom and training capacity for information technology, tradecraft and language training in order to ensure that personnel being assigned overseas have both the specific information technology, tradecraft, skills and language training (e.g., Arabic, Chinese, Urdu) needed to perform essential job functions.

#### **Objectives**

- 1) Construct, renovate and fit-out space within the facility and grounds to provide a secure, safe and functional facility that maximizes efficiency and space utilization
- 2) Update exterior and interior signage to orient employees, visitors, and students so they can safely and efficiently navigate the 72 acre campus
- 3) Upgrade infrastructure wiring and public address systems so staff and students can hear administrative announcements that impact their training program, and help create a secure and safe campus environment. Add DVC capability for more efficient training delivery to remote locations.

#### **Activities**

- 1) Interior construction/renovation, fit-out and furnishings
- 2) Safety/orientation signage (interior and exterior)
- 3) Public address system expansion/DVS

#### **Characteristics**

- 1) Contracts - following federal procurement and award procedures.
- 2) Recipients
  - a. Non-Federal: All contracts will be awarded to private non-Federal groups.
- 3) Beneficiaries – Personnel being assigned overseas.
- 4) Award selection methodology – This schedule will be accomplished modifying existing competitive contracts/task orders, competitive new contracts via GSA Schedules or open market, or through specifically allowed set aside contracts within the 8(a)/socio-economic contractual parameters – whichever is the most beneficial to the Government.

### **Schedule**

<b>Phase Participation</b>	<b>Activity</b>	<b>Estimated Completion</b>
Planning Phase	<ul style="list-style-type: none"><li>• Interior Construction/Renovations, Fit-out and Furnishings.</li><li>• Signage (Safety/Orientation) Interior and Exterior.</li><li>• Public Address System Expansion/DVC.</li></ul>	9 months
Procurement Phase	<ul style="list-style-type: none"><li>• Interior Construction/Renovations, Fit-out and Furnishings</li><li>• Signage (Safety/Orientation) Interior and Exterior.</li><li>• Public Address System Expansion/DVC</li></ul>	9 months
Execution Phase	<ul style="list-style-type: none"><li>• Interior Construction/Renovations, Fit-out and Furnishings</li><li>• Signage (Safety/Orientation) Interior and Exterior.</li><li>• Public Address System Expansion/DVC</li></ul>	9 months
	Total Project Time:	18 Months*

\*Planning and procurement phase participation are simultaneously taken place.

### **Environmental Review Compliance**

Required National Environmental Policy Act (NEPA) documents were previously completed (2006). No additional NEPA reviews necessary.

### **Savings/Costs**

Activity	Savings/Costs
Interior Construction/Renovations, Fit-out and Furnishings	<p>Because we are taking existing FSI space that houses fewer classes or staff and reconfiguring it so it houses more people - - estimated operating costs will remain the same.</p> <p>FSI does not have any leased space that will result in costs savings.</p>
Signage (Safety/Orientation) Interior and Exterior. Public Address System Expansion/DVC	Improve operational efficiency of FSI through better communications; not measureable in dollar terms.

### **Measures**

- 1) Completion of identified project tasks
- 2) Accommodation of additional personnel and students in existing space
- 3) Jobs created or preserved in accordance with the Recovery Act guidelines

### **Monitoring/Evaluation**

- 1) Daily oversight by Contracting Officer's Representative
- 2) Consistent collaboration with OIG will take place throughout this project.

### **Transparency**

- 1) The Foreign Service Institute will continue to use its annual performance planning process as a basis for public reporting.
- 2) Recovery.gov: Weekly reports; monthly financial reports; program-specific Recovery Act plans; recipient reporting
- 3) Contracting solicitations will be posted in accordance with the most current Recovery Act Guidance
- 4) Reporting of contracting actions will be accomplished through processes defined in the Federal Acquisitions Regulation and Recovery Act guidance.

### **Accountability**

- 1) Real property reporting
- 2) Consistent collaboration with the Office of the Inspector General
- 3) Contracting officer representative will carefully monitor progress and performance including the monitoring of invoices
- 4) Contract laws and provisions – The Federal Acquisitions Regulation, as supplemented by the Department of State’s Acquisition Regulation, will be used in the conduct of procuring goods and services with federal funds to ensure accountability and internal controls. In addition, funding guidelines as set forth by the Office of Management and Budget, the Vice-President’s Office and the Congress will also govern FSI’s procurement activities.

### **Barriers to Effective Implementation**

- 1) Processing task order modifications and competitions for kick-off of projects will add to significant existing workload in FSI
- 2) Factors beyond the agency’s control (e.g., weather, market driven cost fluctuations for construction materials, etc.) can potentially result in cost overages

### **Federal Infrastructure Investments**

The facility will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria. All computers will carry EnergyStar certifications to meet agency requirements, as well as complying with the agency’s green building requirement and energy efficiency policies.

### **GSA Interactions**

Since this is a relatively small project, and in an effort to reduce administrative and overhead costs, the Department is considering contracting directly through the Department’s Office of Logistics Management.

**Capital Investment Fund**  
(\$ in thousands)

<b>Capital Investment Fund</b>	<b>FY 2009 Stimulus Funds</b>
Data Center	120,000
IT Platform	33,500
Cybersecurity	98,500
Transfer to USAID	38,000
<b>TOTAL</b>	<b>290,000</b>

## **I. Data Center**

### **Summary**

The Data Center program will build an enterprise data center in the Western U.S. and consolidate all domestic servers into four enterprise data centers. The program will provide a highly available, scalable, and redundant data center infrastructure that will substantially reduce the Department's risk and provide for future IT growth.

The new data center, the Enterprise Server Operations Center (ESOC) West, will be established on the Western power grid. The facility will be built in conjunction with GSA.

ESOC West will incorporate a "Pod" design concept, which provides space for three "Pods" in the facility. Each "Pod" will provide a minimum of 15,000 square feet for "rack space" plus required IT support spaces. Though the full facility shell will be built initially, only one of the three pods will be fully built out. The additional pods will be built out in five year increments or as business needs dictate. This approach will save costs in the short term, only requiring initial investment in expensive infrastructure to outfit the first pod, while giving the Department the flexibility to scale as required. Additional pods will be built out as needed using new state-of-the-art facilities equipment, taking advantage of the latest advances in green IT, cooling and power.

The initial shell will be approximately 135,000 square feet. This will accommodate three 15,000 square foot pods plus the required support space for electrical and cooling infrastructure, security support, and circulation space (using a 1 to 3 data center to support space ratio).

The three other facilities addressed by the Data Center Program are: ESOC East, which is a new data center recently established in a commercial collocation facility; the Beltsville ESOC, which will be repurposed to host all development systems.

The Data Center program also includes a significant IT Integration component: planning and execution of customer system transitions into the new facilities; the implementation of the ESOC services infrastructure (e.g. Configuration Management, Incident Management, Service Management), and the design and implementation of the new Development Network in Beltsville.

### **Objectives**

- 1) Minimize the Department of State's risk by providing a redundant processing center
- 2) Provide additional resources to support the Department of State's mission
- 3) Ensure Continuity of Operations 24/7 by placing the Data Center away from the East Coast power grid.

### **Activities**

- 1) Site Selection and Acquisition Phase, accomplished in cooperation with GSA
  - a. Hire Architectural and Engineering Design Firm
  - b. Prepare Greening Plan for new Data Center
  - c. Develop Draft Program of Requirements with input from DOS team
  - d. Design/Build Documents Issued for new Data Center
- 2) Build new Data Center Facility Phase, to be accomplished in conjunction with GSA
- 3) Transition systems and decommission existing facility Phase
  - a. Design Target IT Infrastructure
  - b. Pilot Target IT Infrastructure
  - b. Develop application system transition plan
  - c. Build IT Infrastructure in newly constructed Data Center
  - d. Execute transition plan to populate and bring new Data Center online
  - e. Decommission existing obsolete data center facilities

### **Characteristics**

- 1) Contracts
  - a. The Government Representative A&E firm will be contracted using an existing Department IDIQ contract that was awarded on a competitive basis
  - b. Land Acquisition and the Design / Build Contract will be handled through standard GSA processes in coordination with Department real estate and data center subject matter experts
  - c. IT Transition and Operations and Maintenance services will be procured through a competitive process
  - d. DOS Program Management support will be acquired through existing Department Blanket Purchase Agreements
  - e. Hardware, software, and facility infrastructure equipment will be procured using the competitive process for U.S. vendors
- 2) Recipients
  - a. Non-Federal

- i. Real Estate Purchase (to be vetted by the Department and GSA)
    - ii. Construction Contracts (to be vetted by the Department and GSA)
    - iii. Program Engineering and Program Support Activities
    - iv. IT Hardware and Software
    - v. IT Contract Services to Plan and Transition Systems
  - b. Federal
    - i. Ten Federal Employees (\$1.5 million – not with stimulus funds)
- 3) Beneficiaries are the public who depend upon Department of State services either directly, such as passport and consular services, or indirectly.
- 4) The following award selection methodology will be used for all Department acquisitions:
  - a. Technical Evaluation Team considers technical qualifications of respondents
  - b. Contracting office evaluates financial tradeoffs of respondents
  - c. Technical Evaluation Team and Contracting office make recommendation
  - d. Best value that is technically acceptable is selected
- 5) GSA award selection methodology will be determined once a Memo of Understanding is established between the Department and GSA, though it is expected that standard GSA methodologies for Land Acquisition and Design / Build contracting will be used.

### **Schedule**

<b>Phase Participation</b>	<b>Activity</b>	<b>Time to Complete</b>	<b>Planned Delivery Date</b>
Planning and Procurement Phases	Site Selection and Acquisition	10 months to find appropriate land, collect requirements, and design new facility	11/2009
Execution Phase	Build new Data Center Facility	18 months to build new Data Center	09/2011
Procurement and Execution	Transition systems and decommission existing facility	30 months to establish and execute plan for moving existing systems to the new Data Center	05/2012
	Total Project Time:	40 Months. ARRA funds will be obligated by September 2010.	05/2012

### **Environmental Review Compliance**

The program/project will comply with the National Environmental Policy Act (NEPA) and the NEPA implementing regulations of the Council on Environmental Quality.

### **Savings/Costs**

- 1) The program expedites plans already in progress within the Department and will not realize direct cost savings.
- 2) Operations and maintenance (O&M) costs to operate and manage the new Data Center are estimated at \$20 million per year starting in FY2011 includes facility maintenance, salaries, and ongoing equipment capital replacements and improvements. O&M costs have previously been identified and budgeted for in the Department's budget.

### **Measures**

The three primary measures of project success are:

- 1) Delivery of new Data Center according to requirements
- 2) Percent of existing systems transitioned to the new Data Centers
  - a. FY10 Target: 15% of systems
  - b. FY11 Target: 35% of systems
- 3) Number of old facilities (all of which are in either Department owned or leased decommissioned or repurposed,
  - a. FY10 Target: 3 facilities decommissioned/repurposed
  - b. FY11 Target: 5 facilities decommissioned/repurposed
- 4) Percentage of projects completed within planned cost, schedule, and scope as defined by the project charter
  - a. Yearly Target: 90% of projects
- 5) Cost saving associated with power consumption, as demonstrated by energy audits of new consolidated data centers compared to baseline energy audits of existing Department legacy data centers
  - a. FY10 Target: 10% energy cost reduction
  - b. FY11 Target: 20% energy cost reduction

### **Monitoring/Evaluation**

<b>Activity</b>	<b>Fiscal Year</b>	<b>Measurement</b>	<b>Quantifiable Outcome</b>	<b>Frequency (e.g. monthly, quarterly)</b>
<b>Site Selection / Acquisition</b>	2010	Land acquired	Deed in hand	According to program schedule
<b>Build New Facility</b>	2011	Building completed	Building reviewed, commissioned and accepted by government	According to program schedule
<b>Transition Systems</b>	2012	Transition complete	Installed GFE accepted by government	According to program schedule
<b>Decommission Existing Facility</b>	2012	Existing facilities repurposed	All existing IT systems transitioned out of facility	According to program schedule
<b>Program Management</b>	2009, 2010	Timeliness of award and expenditure of dollars	Funds obligated in accordance with spending plan	Monthly



Activity	Fiscal Year	Measurement	Quantifiable Outcome	Frequency (e.g. monthly, quarterly)
<b>Program Management</b>	2009 thru 2012	Timeliness of completion of planned work	Project delivery schedule met	Monthly
<b>Program Management</b>	2009	Implementation of oversight board	Report from Oversight Board	Monthly

### **Transparency**

- 1) Recovery.gov: Weekly reports; monthly financial reports; program-specific Recovery Act plans; recipient reporting
- 2) Contracting solicitations will be posted Full and Open
- 3) Reporting of contracting actions will be accomplished through processes defined in the Federal Acquisition Regulation

### **Accountability**

- 1) Senior Management progress and performance reviews
- 2) E-Gov programming board periodic progress and performance reviews
- 3) Program Management practices will be followed as established through industry best practices defined according to the Project Management Institute and the Department's Managing State Projects standard
- 4) Delivery schedules, costs, and quality will be measured as part of Program Management Monitoring and Controlling phases of delivery

### **Barriers to Effective Implementation**

- 1) Ability to timely search for and acquire acceptable site, licenses, permits and approvals
- 2) Ability to find an acceptable site with existing power and network infrastructure to meet demanding data center requirements
- 3) Selection of cleared, properly qualified, reliable Design/Build contractor
- 4) Unexpected complications due to environmental regulations and requirements
- 5) Regional and local business conditions
- 6) Establish the best facility O&M approach after a full alternatives analysis ( i.e. DOS operated; GSA operated, GOCO)
- 7) Once site is acquired, DOS/GSA ability to complete design and build in 18 months
- 8) Ability to maintain proper scope of program, which will be mitigated by Earned Value Management (EVM) reporting and frequent senior management reviews of program progress

### **Federal Infrastructure Investments**

The Data Center will be designed and constructed in compliance with the latest energy code and guidelines and in compliance with LEED criteria.

The Department and GSA will coordinate to ensure all contracts will include provisions specifying that work will be done in compliance with energy efficiency and green building requirements. Design contracts will specify that Energy Efficient Building and Sustainable Design and Construction principles and concepts be integrated throughout. The facility infrastructure will be designed, procured, and implemented employing the most energy efficient designs, systems, equipment, and controls that are life-cycle cost efficient.

The Government Representative A&E firm will be tasked to meter the power consumption of Department data centers, including establishing a baseline of the power consumption of existing Department legacy data centers.

## **II. IT Platform \$33,500,000**

### ***Project One: Diplomatic Facility Telephone Systems Replacement - \$10,000,000***

Telephone System Replacement	FY 2009
Telephone System Installations	
<b>TOTAL</b>	<b>\$10,000,000</b>

#### **Summary**

The Department of State will replace antiquated telephone systems at a number of Diplomatic missions. The current systems are 13-15 years old and have been expanded to maximum capacity. In addition, the systems have begun to experience increased maintenance requirements by qualified telephone technicians at significant cost. These telephone systems are vital tools for our staff in meeting our mission objectives and replacing them will bring the Department of State closer to achieving the industry standard lifecycle of 10 years.

#### **Objectives**

- 1) Replace the oldest equipment at Diplomatic facilities with new telephone systems.
- 2) Ensure staff has access to the necessary technology to perform their duties.
- 3) Reduce average lifecycle of telephone systems from 20 years to 10 years.

#### **Activities**

- 1) Acquisition of Telephone Systems
- 2) Shipment of Telephone Systems to the facilities
- 3) Installation of Telephone Systems at each facility
- 4) Test and Acceptance of installed Telephone System at each facility

#### **Characteristics**

- 1) Procurement via GSA
- 2) Firm fixed price procurement
- 3) All equipment will be procured from American vendors

#### **Schedule**

- 1) Procurement Phase: 90 days from award of task order
- 2) Shipping Phase: 30 days from receipt of equipment
- 3) Installation Phase: 109 days – 239, depending on the facility size.
- 4) Test and Acceptance Phase: 12 days

### **Environmental Review Compliance**

- 1) The selected Manufacturer will:
  - a. Follow Greenhouse Gas Protocol to reduce carbon footprint
  - b. Be a member of Climate Leaders, a United States Environmental Protection Agency industry-government partnership.
- 2) The selected contractor (Procurement and Installation Contractor) will:
  - a. Be a member of Climate Savers Computing Initiative, a non-profit organization formed to reduce energy consumption

### **Savings/Costs**

- 1) Utilize volume discount of 15% off GSA Schedule-70 price under ANSWER contract
- 2) Reduce maintenance visits and repairs to telephone systems by 75 %.

### **Measures**

- 1) Will provide 5,000+ State Department personnel with a modern, up-to-date telephone system.
- 2) Telephone system will provide voicemail, call accounting, threat recording, and remote maintenance capability.

### **Monitoring/Evaluation**

Consistent collaboration with OIG will take place throughout this project. The Department of State will enhance its disciplined Capital Planning and Investment Control process by increasing the level of scrutiny and frequency. These processes include project life-cycle methodology with rigorous earned value management, which will show us the bang for the buck as the project proceeds. Progress reports that include earned value data will be distributed monthly. Project Managers are/will be certified by the Project Management Institute and trained in the Department of State's standard project management methodology. The project management team will conduct:

- 1) Bi-weekly Video Teleconference meeting with the Contracting Officer, the contractor and support staff to discuss current and upcoming projects
- 2) Daily meetings between Contractor and Contracting Officer Representative
- 3) Weekly status reports from the Contractor
- 4) Bi-annual Program Management Review meetings with the Contracting Office, Contractor, the selected Manufacturer and support staff

### **Transparency**

The Department of State will continue to use its annual performance planning process as a basis for public reporting. The Department of State will also include all applicable information on the Recovery.gov website, which is linked to our primary website State.gov:

- 1) Recovery.gov: Weekly reports; monthly financial reports; program-specific Recovery Act plans; recipient reporting
- 2) Contracting solicitations will be posted Full and Open
- 3) Reporting of contracting actions will be accomplished through processes defined in the Federal Acquisitions Regulation

### **Accountability**

The Department of State will follow its well-defined eGovernance review process which includes:

- 1) Monthly meetings with individual managers to review those specific projects
- 2) Senior Management progress and performance reviews
- 3) Program Management practices will be followed as established through industry best practices defined according to the Project Management Institute and the Department's Managing State Projects standard
- 4) Delivery schedules, costs, and quality will be measured as part of the Monitoring and Controlling phases of delivery

### **Barriers to Effective Implementation**

None Identified

### **Federal Infrastructure Investments**

- 1) Telephone systems located at our diplomatic facilities are a significant investment in federal infrastructure that ensures the United States Foreign Affairs community is provided with modern technology to perform their duties.

***Project Two: Replacement of Aging Desktop Computers (Global Information Technology Modernization (GITM) - \$13,000,000***

*\$ in thousands*

<b>Replacement of Aging Desktop Computers</b>		<b>FY 2009 Stimulus Funds</b>
Acquisition of Computers		11,800
Tier 2 Technical Services		1,200
TOTAL		13,000

**Summary**

This project will replace antiquated computers essential for classified and unclassified processing domestically and at 285 overseas Embassies and Consulates. This will bring the Department of State's desktop computers up to the required standards to execute the diplomatic mission worldwide. This project will provide Tier 2 technical services in order to enable responsive and knowledgeable customer support for deployed technologies. These new computers and expanded services will increase operational efficiencies, lower overall maintenance costs and strengthen the security posture for computer systems throughout the Department of State.

**Objective**

Replace 12,852 classified and unclassified desktop computers at overseas and domestic locations, which cannot run the new applications required to support our worldwide diplomatic mission. Enhance Tier 2 technical services to support customer demand in the areas of newly deployed technologies.

**Activities**

- 1) Acquisition and installation of computer hardware
- 2) Establishment of Tier 2 technical services to support newly deployed technologies

**Schedule**

<b>Phase Participation</b>	<b>Activity</b>	<b>Time to Complete</b>
Planning Phase	<ul style="list-style-type: none"><li>• Computer Desktop Specification Development and Identification</li></ul>	30 days (from the date funding is made available) to identify specifications and configurations
Procurement Phase	<ul style="list-style-type: none"><li>• Compete, Award Contracts</li><li>• Department of State buys computers</li></ul>	6 months for acquisitions to compete and award the contract and buy computers
Execution Phase	<ul style="list-style-type: none"><li>• Tier 2 technical service performance</li></ul>	12 months (period of performance)
	Total Project Time:	13 Months

### **Environmental Review Compliance**

Computer purchases will be Electronic Product Environmental Assessment Tool (EPEAT) compliant products (in accordance with Executive Order 13423 – Strengthening Environmental Energy and Transportation Management – January 24, 2007). Department of State’s contracts already include this standard language.

### **Savings/Costs**

The Department of State will utilize an established bulk procurement methodology that enables significant cost avoidance. Equipment procured in the past using this methodology was found to be 35% less expensive per item than buying it from comparable GSA schedules.

### **Measures**

The primary measures for these activities are:

- 1) 100% of equipment delivered and operating within established timeframe
- 2) Attainment of performance targets specified in contract for technical services

### **Monitoring/Evaluation**

Consistent collaboration with OIG will take place throughout this project. The Department of State will enhance its disciplined Capital Planning and Investment Control (CPIC) process by increasing the level of scrutiny and frequency. These processes include project life-cycle methodology with rigorous earned value management, which will show us the bang for the buck as the project proceeds. Progress reports that include earned value data will be distributed monthly. Project Managers are/will be certified by the Project Management Institute and trained in the Department of State’s standard project management methodology.

<b>Activity</b>	<b>Fiscal Year</b>	<b>Measurement</b>	<b>Quantifiable Outcome</b>	<b>Frequency (e.g. monthly, quarterly)</b>
Equipment Procurement	FY2009	100% planned equipment purchased	100% planned equipment received	Quarterly
Tier 2 Technical Support	FY2009	Support Services Completion	Services provided per contract requirement	Monthly
Tier 2 Technical Support	FY2010	Support Services Completion	Services provided per contract requirement	Monthly

## **Transparency**

The Department of State will continue to use its annual performance planning process as a basis for public reporting. The Department of State will also include all applicable information on the Recovery.gov website, which is linked to our primary website State.gov:

- 1) Recovery.gov: Weekly reports; monthly financial reports; program-specific Recovery Act plans; recipient reporting
- 2) Contracting solicitations will be posted Full and Open
- 3) Reporting of contracting actions will be accomplished through processes defined in the Federal Acquisitions Regulation

## **Accountability**

The Department of State will follow its well defined eGovernance review process which includes:

- 1) Monthly meetings with individual managers to review those specific projects
- 2) Senior Management progress and performance reviews
- 3) Program Management practices will be followed as established through industry best practices defined according to the Project Management Institute and the Department's Managing State Projects standard
- 4) Delivery schedules, costs, and quality will be measured as part of the Monitoring and Controlling phases of delivery

## **Barriers to Effective Implementation**

- 1) Global logistics (shipping, configuration, disposal of old equipment, installation)

## **Federal Infrastructure Investments**

All desktop computers will carry the EPEAT and EnergyStar certifications to meet agency requirements, as well as complying with the agency's green building requirement and energy efficiency policies.



***Project Three: Mobile Computing - \$10,500,000\****

<b>Mobile Computing</b>	<b>FY 2009</b>	<b>FY 2010</b>
Labor Support	\$750	\$3,000
Development and Pilot	\$940	0
Equipment Enhancements	0	\$5,000
Certification and Accreditation (Security)	\$250	\$500
<b>TOTAL</b>	<b>1,940</b>	<b>8,500</b>
Jobs Created/Saved	4	8

*\*The project total includes \$59,931 for Grants.gov per OMB direction which is not reflected in above table for clarity*

**Summary**

This project will provide technological improvements to the Department of State Mobile Computing platform, increase the number of employees that have mobile access, and ensure continuity of operations for services such as Passport, Visa, and American Citizen Services. This project contains two parallel initiatives designed to expand remote access beyond the current 16,000 employees. The first initiative will provide all new direct hire employees (approximately 5,000) remote access capabilities in FY2009 using the current systems. The second initiative will overhaul the existing Mobile Computing platform to provide full access to the Department of State's unclassified resources and applications. Mobile access is a key business requirement; however, the current infrastructure and devices are limited and do not provide the full functionality that the user requires to fulfill their mission anytime/anywhere. This initiative also increases the ability of employees worldwide to telework, both in support of "green" initiatives as well as responding to a crisis that might limit movement either domestically or overseas.

**Objectives**

- 1) Provide all new direct hire employees with remote access capabilities.
- 2) Provide diplomats and staff with the full suite of unclassified computer applications and resources when accessing the network from a computer that is outside the Department of State's network (e.g. home or government provided computer).
- 3) Increase the number mobile devices supported.
- 4) Increase the infrastructure to support twice the current mobile workforce.
- 5) Reduce the carbon footprint of Department of State by enabling more users to telework.
- 6) Migrate existing Mobile Computing users to the new system.

**Activities**

- 1) Planning and Initiation Phase
  - Research and Development for Pilot Initiation
  - Reduce the cost of adding new mobile computing users in FY2009

- Identify Commercial Off-the-Shelf (COTS) products that meet technical and security requirements
- 2) Procurement Phases
    - Acquisitions Phase I and Phase II
    - Purchase full suite of equipment for the Testing Phase
    - Purchase full suite of equipment for the Installation and Implementation Phases
  - 3) Testing Phases
    - Define testing methodology
    - Plan and execute testing of COTS products for mobilization to user desktops
  - 4) Installation and Implementation Phases
    - Plan and execute installation of new mobile computing platform
    - Migrate existing mobile computing user base to new systems.
    - Expand user base to meet goal of doubling the current remote access users
    - Conduct required security Certification and Accreditation (C&A)

### **Characteristics**

- 1) All equipment will be purchased from American vendors.
- 2) All labor support (as noted in the funding chart) will be U.S.-citizen employees. We estimate creating 4 contractor positions as a part of this project.
- 3) A formula will be established (TBD) to estimate the number of manufacturing jobs created/saved based on the procurement strategy identified above.

### **Schedule**

<b>Phase Participation</b>	<b>Activity</b>	<b>Time to Complete</b>
Planning and Initiation Phases	Research and Development and Pilot Initiation	6 months to collect requirements, research and development and identify Commercial-off-the-Shelf Products (COTS)
Procurement Phases	Develop Contract Management Plan, Bidding Process, Equipment Purchase	2 months to purchase Pre-testing phase equipment 2 months to purchase Pre-Installation phase equipment
Testing Phase	Define Test Methodology, Plan and Execute Testing	4 months to plan and execute testing of (COTS) to be mobilized on user desktops
Installation Phase	Plan and execute installation of new Mobile Computing (MC) Platform	4 months to establish and execute plan for moving existing systems to the new Data Center
Implementation Phase	Migrate existing users to new system, Expand user base to accessing Mobile technology, conduct C&A to provide security enhancements	6 months for customer migration and expansion to mobile resources and C&A
<b>Close Out</b>	<b>Total Project Time:</b>	<b>24 Months</b>

### **Environmental Review Compliance**

The program/project will be in compliance with the National Environmental Policy Act (NEPA) and the NEPA implementing regulations of the Council on Environmental Quality.

### **Savings/Costs**

- 1) It is estimated that an additional \$600,000 is required for FY11 and beyond due to the increased customer base for mobile computing and additional operational staff will be required.
- 2) These costs will be funded via the Working Capital Fund (WCF) so the out-year costs will be provided by Mobile Computing subscribers, as is the current practice.

### **Measures**

The primary measures of project success are:

- 1) Increasing the number of users that have remote access to unclassified resources
- 2) Increasing the number of applications available to mobile computing users

### **Monitoring/Evaluation**

Consistent collaboration with OIG will take place throughout this project. The Department of State will enhance its disciplined Capital Planning and Investment Control (CPIC) process by increasing the level of scrutiny and frequency. These processes include project life-cycle methodology with rigorous earned value management, which will show us the bang for the buck as the project proceeds. Progress reports that include earned value data will be distributed monthly. Project Managers are/will be certified by the Project Management Institute and trained in the Department of State's standard project management methodology.

Activity	Fiscal Year	Measurement	Quantifiable Outcome	Frequency (e.g. monthly, quarterly)
Enrollment of remote access users	FY2009-FY2010	Number of enrolled users	Percentage Increase	Monthly
Number of available applications	FY2010	Number of available applications	Percentage Increase	Monthly

### **Transparency**

The Department of State will continue to use its annual performance planning process as a basis for public reporting. The Department of State will also include all applicable information on the Recovery.gov website, which is linked to our primary website State.gov:

- 1) Recovery.gov: Weekly reports; monthly financial reports; program-specific Recovery Act plans; recipient reporting
- 2) Contracting solicitations will be posted Full and Open
- 3) Reporting of contracting actions will be accomplished through processes defined in the Federal Acquisitions Regulation

### **Accountability**

The Department of State will follow its well defined eGovernance review process which includes:

- 1) Monthly meetings with individual managers to review those specific projects
- 2) Senior Management progress and performance reviews
- 3) Program Management practices will be followed as established through industry best practices defined according to the Project Management Institute and the Department's Managing State Projects standard
- 4) Delivery schedules, costs, and quality will be measured as part of the Monitoring and Controlling phases of delivery

### **Barriers to Effective Implementation**

- 1) The introduction of new technology will require a risk assessment and coordination with Information Assurance and Diplomatic Security as they may not approve the proposed solution and/or their review could delay approval and implementation.
- 2) FY 2009 timeframe is aggressive for acquiring the necessary resources needed to complete the overhaul of Mobile Computing
- 3) Assumes O&M via WCF charges to bureau and posts
- 4) Unexpected issues related to the certification and accreditation (C&A) by the National Institute of Standards and Technology (NIST) and National Security Agency (NSA) of required products.

### **Federal Infrastructure Investments**

N/A

***Cyber Security \$98,500,000***

***Project One: Tools to Guard Against & Track Cyber Attacks - \$64,205,000***

**Funding Table**

(\$ in thousands)

<b>DoS Cyber Security Initiatives</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>Total</b>
Tools to Guard Against & Track Cyber Attacks	\$628	\$3,583	\$4,212
Reduce the ways cyber attacks can succeed	\$30,074	\$29,920	\$59,993
<b>Total</b>	<b>\$30,702</b>	<b>\$33,503</b>	<b>\$64,205</b>

**Summary**

The nature of the U.S. Department of State's mission makes it a target for cyber terrorists and hackers. This initiative kick-starts key activities to reduce the potential for successful cyber attacks against the Department of State.

The Department of State serves the American public by executing its diplomatic mission, servicing the American public through the issuance of passports, and servicing our foreign guests through the issuance of visas. A secure and modern Information Technology (IT) infrastructure is essential to the execution of those duties. To meet that critical target, this program will produce a more secure network infrastructure that enhances the protection of IT assets for the Department of State and its partners in the U.S. foreign affairs community. This initiative will also protect the personally identifying information of U.S. citizens receiving services from the Department of State (ex. passport requests/issuance). By implementing a state-of-the-art secure IT infrastructure, the Department of State will both enhance its ability to execute its diplomatic mission and serve the U.S. public, as well as to strengthen its infrastructure from cyber security threats; thereby better protecting information on U.S. citizens as well as national security information that is stored on our network infrastructure. This will be accomplished through a series of technical initiatives.

**Objectives**

- 1) Produce a more secure infrastructure, protecting the IT assets of the Department of State with the capability of expanding to support its partners in the U.S. foreign affairs community.
- 2) Expand the capabilities of Department of State teams monitoring for, guarding against, tracking and responding to cyber attacks.
- 3) Enhance the protection of personally identifying information of U.S. citizens receiving services from the department (e.g., passport requests and issuance).
- 4) Modernize, standardize, and centralize the Department of State's domestic network.
- 5) Fully integrate the Department of State's domestic and overseas networks through re-engineering, standardization, and deployment of a world-class, enterprise-wide network and network security architecture.

## **Activities**

- 1) Security Infrastructure Design/Acquisition
  - a. Design stronger digital locks, alarms, and perimeters around the Department of State's information systems to better protect against cyber attacks including Data Loss Protection tools to limit leaks of personally identifiable information.
  - b. Engineer especially protected areas for the most sensitive data and then build these "enclaves" for widest possible use.
  - c. Develop and implement these changes using the best techniques available to the public and private sector.
- 2) Network Modernization Design/Acquisition
  - a. Reengineer the Department of State's IT Domestic Network to support emerging operational and security requirements using the best technology available to lower the greatest amount of risk.
  - b. Develop and implement these changes using the best techniques available to the public and private sector.
- 3) Testing, Integration, Deployment
  - a. Build networks flexible enough to implement changes in the management or structure of administrative services in the foreign affairs community without expensive re-design.
  - b. Implement network design that will securely support the same multi-media technologies already available on the Internet for interaction between government, the citizens, business, and communities, as advocated by the administration. This includes the support of technologies including safest possible use of social networks and streaming video/audio;
  - c. Build a security foundation consistent with the many different business needs of our partner Federal agencies abroad. This involves balancing highly secure requirements with requirements to interface actively with the public on the same IT infrastructure.
  - d. Test, integrate, and deploy centrally managed network with regional hubs to support all foreign affairs agencies world-wide.
  - e. Build disaster recovery/continuity of operations capabilities for the foreign affairs community.
- 4) Automate critical functions using the best techniques available to the public and private sector for installing security patches, distributing software security upgrades, and monitoring dangerous events via recorded audit logs.
- 5) Transition to Operations
  - a. Expand network capability to make electronic exchanges with citizens interactive. Examples of interactive exchanges could include discussion of key foreign policy issues with anyone and responses to citizen requests for services provided by the Department of State.
  - b. Provide enterprise portal providing access to our partner Federal agencies into the performance and status of the enterprise network at any point in time.

## **Characteristics**

This program will benefit the American public by strengthening and modernizing the Information Technology infrastructure that supports the execution of our diplomatic mission, services the American public through the issuance of passports, and services our foreign guests through the issuance of visas. The intent of the stimulus will be met through the hiring of network and system engineers to design and implement the solution.

- 1) Contracts: Fixed price contracts to American companies will be issued for hardware, software, and circuits that will provide immediate fiscal assistance to our most critical high tech industries through existing GSA and Department of State contracts.
- 2) Contracts: Use existing GSA schedule and Department of State contracts to procure labor under performance-based contracts. These contracts will maximize utilization of small and disadvantaged businesses to meet or exceed targets set at the departmental or federal level.
- 3) Recipients: U.S. based hardware and software vendors, U.S. based telecommunication vendors (domestically), and U.S. based IT firms capable of providing the necessary engineering and installation workforce.
- 4) Beneficiaries: Department of State and Foreign Affairs personnel domestically and worldwide at Embassies and other Department of State and United States Government facilities. American citizens also benefit in that this project will help secure and protect privacy information.
- 5) Award selection: Existing GSA schedule and Department of State Contracts for best value based primarily on meeting requirements, quality, and price.

## **Delivery Schedule**

The following milestones are established, consistent with the best practices used by public and private organizations for technical management projects:

<b>Milestone (Managing State Projects)</b>	<b>Fiscal Year and Quarter</b>
Project Plan Review (PPR) <ul style="list-style-type: none"><li>• Contractors hired</li><li>• Detailed plan developed</li><li>• Reporting in place</li></ul>	FY2009: Q3
System Requirements Review (SRR) <ul style="list-style-type: none"><li>• Define data, performance, security, maintainability requirements for system</li><li>• Gain approval from all stakeholders</li></ul>	FY2009: Q3
Source Selection Review (SRR) <ul style="list-style-type: none"><li>• Acquisition and contract management plans for hardware, software, and circuits</li><li>• Review proposals and select vendors</li><li>• Issue task orders and begin administration</li></ul>	FY2009: Q4
Critical Design Review (CDR)	FY2010: Q1

<ul style="list-style-type: none"> <li>• Develop detailed design</li> <li>• Integrated testing and results</li> <li>• Gain approval from all stakeholders</li> </ul>	
Deployment Readiness Review (DRR) <ul style="list-style-type: none"> <li>• Completed pilot results</li> <li>• Concept of Operations finalized</li> <li>• Detailed deployment plan</li> <li>• Gain approval from all stakeholders</li> </ul>	FY2010: Q2
User Acceptance Review (UAR) <ul style="list-style-type: none"> <li>• Acceptance Plan</li> <li>• System transitioned to operations</li> </ul>	FY2010: Q4

### **Environmental Review Compliance**

While there will not be a direct environmental impact, this is a “green” initiative in two respects. First, it provides a secure IT infrastructure supporting telework and other remote execution of Department of State activities. Second, energy efficiency will be an important consideration when evaluating the equipment used to establish this infrastructure.

### **Savings/Costs**

- 1) The program expedites and expands plans already in progress within the Department and will not realize direct cost savings through expediting.
- 2) O&M costs to operate and manage the new infrastructure are estimated at an additional \$300,000 per year starting in Fiscal Year (FY) 2011, which also covers the increased maintenance costs.
- 3) When these projects are completed, a more comprehensive, secure infrastructure for the entire foreign affairs community will exist. Federal experience shows that more standard, secure systems and networks are also less expensive over time to operate. Savings will be quantified in collaboration with individual agencies and OMB, resulting in significant savings to the overall U.S. Government and the American taxpayer.

### **Measures**

The three primary measures of project success are:

- 1) Delivery of new security infrastructure for all foreign affairs agencies measured by the number of locations with the new infrastructure available.
- 2) User acceptance by the foreign affairs agencies measured by the number of foreign affairs operating under the new security infrastructure.
- 3) Realization of economies of scale and elimination of duplication through centralization and consolidation of network service to foreign affairs agencies. This is measured by the number of sites supported through the centralized distribution and application of security patches and through centralized monitoring of security compliance.



## **Monitoring/Evaluation**

Consistent collaboration with OIG will take place throughout this project. The Department of State will enhance its disciplined Capital Planning and Investment Control (CPIC) process by increasing the level of scrutiny and frequency. These processes include project life-cycle methodology with rigorous earned value management, which will show us the bang for the buck as the project proceeds. Progress reports that include earned value data will be distributed monthly. Project Managers are/will be certified by the Project Management Institute and trained in the Department of State's standard project management methodology.

This effort will use a set of formal, established measures to ensure it achieves the desired outcome(s) and executes appropriately. Those include:

<b>Activity</b>	<b>Fiscal Year</b>	<b>Measurement</b>	<b>Quantifiable Outcome</b>	<b>Frequency (e.g. monthly, quarterly)</b>
Financial Performance	2009-10	Cost and Schedule Performance (Earned Value Management)	Efficiency measure of capital investment: 90% variance will trigger management review	Monthly
Quantitative Performance	2009-10	Continuous vulnerability scanning	Reduce exposure through continuous threat reduction	Monthly
Contractual Performance	2009-10	Service Level Agreements (SLAs). Use of Service Level Agreements with contractors to ensure performance meets or exceeds Acceptable Quality Levels (AQLs).	Contractors are awarded incentives for exceeded AQLs such as controlling costs and lost profit (disincentive) for falling below AQLs. These SLAs are tied to both financial and quantitative performance of the contractor.	Monthly

## **Transparency**

The Department of State will continue to use its annual performance planning process as a basis for public reporting. The Department of State will also include all applicable information on the Recovery.gov website, which is linked to our primary website State.gov:

- 1) Recovery.gov: Weekly reports; monthly financial reports; program-specific Recovery Act plans; recipient reporting
- 2) Contracting solicitations will be posted Full and Open

- 3) Reporting of contracting actions will be accomplished through processes defined in the Federal Acquisitions Regulation

### **Accountability**

The Department of State will follow its well defined eGovernance review process which includes:

- 1) Monthly meetings with individual managers to review those specific projects
- 2) Senior Management progress and performance reviews
- 3) Program Management practices will be followed as established through industry best practices defined according to the Project Management Institute and the Department's Managing State Projects standard
- 4) Delivery schedules, costs, and quality will be measured as part of the Monitoring and Controlling phases of delivery

### **Barriers to Effective Implementation**

Unexpected complications in the development business requirements and security enclaves.

### **Federal Infrastructure Investments**

N/A

***Project Two: Strengthen Computer Hardware Security Testing and Forensic Investigations - \$4,000,000***

**Funding Table**

(\$ in Thousands)

<b>Strengthen Computer Hardware Security Testing and Forensic Investigations</b>	<b>FY2009</b>	<b>FY2010</b>	<b>Total</b>
Laboratory Reconfiguration , Electrical Upgrade and Procurement of New Equipment	\$1,100	\$2,200	\$3,300
Temporary Services of Subject Matter Experts (SME)	\$200	\$500	\$700
<b>Total</b>	<b>\$1,300</b>	<b>\$2,700</b>	<b>\$4,000</b>

**Summary**

This project will purchase new laboratory tools and electrical systems to strengthen and modernize the secure inspection processes that safeguard the Department of State's computer equipment (i.e., any device that uses a computer chip) from hackers, terrorists, inside/outside physical hardware attacks, spies, and those who would do us harm. To ensure that information remains safe, computers must be protected to deter and detect unauthorized physical probing, modifications, implants or extraction of information/data contained in equipment. This safeguarding encompasses the entire lifecycle of computers, including procurement, receipt, delivery, storage, installation and disposition.

The existing 18-year-old laboratory equipment currently used to inspect and test computers is antiquated and no longer capable of fully inspecting and testing new technologies primarily due to the decreasing size and increasing complexities of today's computing equipment. Our existing test and inspection laboratory facility will be renovated to include the latest state-of-art tools for inspection and testing. This new suite of specialized laboratory equipment will strengthen and modernize inspections and forensic (after an attack or incident) investigations of computers. Temporary subject matter expert contractors will be recruited to install the new tools, and will then transfer their expertise and knowledge to the staff already on-board via training.

**Objectives**

- 1) Strengthen the lifecycle supply chain risk management process from procurement to disposition;
- 2) Quickly procure modernized test and verification tools, such as the most advanced X-ray equipment and other specialized instruments (e.g. scanners, microscopes, optical devices, boroscopes, oscilloscopes and signal analyzers), to improve computer inspection, verification, forensic investigation, and quality assurance;
- 3) Quickly procure anti-tampering devices to immediately identify and respond to hardware attacks;
- 4) Quickly procure verification tools to identify and safeguard computers and components from counterfeiting; and

- 5) Restructure and streamline laboratory testing facilities.

### **Activities**

- 1) Acquire and configure new X-ray technology and other laboratory tools to replace the existing antiquated tools thereby improving computer forensics;
- 2) Implement new methods, techniques and procedures for the testing, inspection and verification of computers by laboratory technicians;
- 3) Evaluate computers before purchasing to combat counterfeiting;
- 4) Apply advanced cyber security anti-tampering products to safeguard computers from physical compromise; and
- 5) Develop and implement technical security “best practices” for Department of State technicians worldwide to identify security intrusions.

### **Characteristics**

- 1) Contracts: Use existing GSA and Department of State contracts to procure X-ray and laboratory test equipment from US vendors and implement first phase of the laboratory renovation. The nature of the work will require that we only buy equipment made in America.
- 2) Contracts: Use existing GSA and Department of State contracts to procure contract labor totaling 6 full time temporary SME to survey existing labs/equipment, develop renovation plan, renovate lab facility, and install equipment. The nature of the work will require that we hire U.S. citizens only.
- 3) Recipients: U.S. electronic test equipment manufacturing companies and U.S. firms that can provide a work force of American citizens qualified to perform this work.
- 4) Beneficiaries: Department of State and Foreign Affairs personnel domestically and worldwide at Embassies and other Department of State and United States Government facilities. American citizens also benefit in that this project will help secure and protect privacy information.
- 5) Award selection: Existing GSA and Department of State Contracts for best value based primarily on meeting requirements, quality, and price.

### **Schedule**

#### Planning Phase:

- 1) Identify temporary SME staff requirements (3<sup>rd</sup> Quarter, FY-09);
- 2) Document requirements for test and verification tools, such as the most advanced X-ray equipment and other specialized instruments (4<sup>th</sup> Quarter, FY-09);
- 3) Survey existing labs/equipment and develop phased renovation plan (4<sup>th</sup> Quarter-FY-09);

#### Procurement Phase:

- 1) Hire initial temporary SME staff (3<sup>rd</sup> Quarter, FY-09);
- 2) Phase I equipment ordered (3<sup>rd</sup> Quarter, FY-09).
- 3) Phase II equipment ordered (1<sup>st</sup> Quarter, FY-10)
- 4) Hire remaining SME staff (1<sup>st</sup> Quarter, FY-10)

Project execution:

- 1) Installation of newly procured tools by SME and existing staff (4<sup>th</sup> Quarter, FY-09 & 2<sup>nd</sup> Quarter, FY-10).
- 2) Renovation of laboratory facilities to ensure all electrical, ventilation, and space for newly procured equipment is sufficient (4<sup>th</sup> Quarter, FY-09)
- 3) Set up, install and begin operation of equipment (4<sup>th</sup> Quarter, FY-09 & 1<sup>st</sup> and 2<sup>nd</sup> Quarters, FY-10).
- 4) Develop and implement new methods, techniques and procedures for the testing, inspection and verification of computers by laboratory technicians (4<sup>th</sup> Quarter, FY-09, and all Quarters FY-10)
- 5) Develop and implement technical security “best practices” for State technicians worldwide to identify security intrusions (4<sup>th</sup> Quarter, FY-09, and all Quarters FY-10).

### **Environmental Review Compliance**

Project will be in accordance with National Environmental Policy Act.

### **Measures**

- 1) Improve process turnaround time for performing computer testing, inspections and verification by 15%.
- 2) Increase Random Quality Assurance inspections by 10% of procured computers to detect defects and flaws in manufacturing.
- 3) Increase selection of COTS (commercial off-the-shelf) computers in lieu of custom manufactured computers.
- 4) Improve abilities to investigate physical tampering and counterfeiting of computers and electronic devices.
- 5) Automate and standardize laboratory testing, inspection and verification of computers to eliminate manual reporting.
- 6) Integrate results of laboratory testing, inspection and verification of computers with other offices within and outside the Department.

### **Savings/Costs**

- 1) Use of state-of-the-art equipment will reduce processing time to examine computers, speeding up delivery to customers.
- 2) The fully operational renovated laboratory will increase the number of quality assurance tests performed while requiring no increase in staff.
- 3) The new laboratory tools will result in cost avoidance. These tools will help minimize the high cost of equipment recalls by reducing the probability that flawed or defective computers are installed. About 56% of the randomly tested equipment failed one or more of the quality and/or security tests in 2008. If this equipment had been deployed it would have had to have been recalled - secure global shipping is expensive.
- 4) New laboratory equipment will increase the identification of COTS computers that meet security standards and will reduce the need for costly custom-manufactured computers.

## **Monitoring/Evaluations**

Consistent collaboration with OIG will take place throughout this project. The Department of State will enhance its disciplined Capital Planning and Investment Control (CPIC) process by increasing the level of scrutiny and frequency. These processes include project life-cycle methodology with rigorous earned value management, which will show us the bang for the buck as the project proceeds. Progress reports that include earned value data will be distributed monthly. Project Managers are/will be certified by the Project Management Institute and trained in the Department of State's standard project management methodology.

## **Transparency**

The Department of State will continue to use its annual performance planning process as a basis for public reporting. The Department of State will also include all applicable information on the Recovery.gov website, which is linked to our primary website State.gov:

- 1) Recovery.gov: Weekly reports; monthly financial reports; program-specific Recovery Act plans; recipient reporting
- 2) Contracting solicitations will be posted Full and Open
- 3) Reporting of contracting actions will be accomplished through processes defined in the Federal Acquisitions Regulation

## **Accountability**

The Department of State will follow its well defined eGovernance review process which includes:

- 1) Monthly meetings with individual managers to review those specific projects
- 2) Senior Management progress and performance reviews
- 3) Program Management practices will be followed as established through industry best practices defined according to the Project Management Institute and the Department's Managing State Projects standard
- 4) Delivery schedules, costs, and quality will be measured as part of the Monitoring and Controlling phases of delivery

## **Barriers to Effective Implementation**

N/A

## **Federal Infrastructure Investments**

N/A

***Project Three: Safeguarding Citizens – Computer Security Systems - \$25,366,000***

(\$ in thousands)

Activity	FY2009	FY2010	Total
Safe Guarding U.S. Citizens' through Cyber Security	19,438	5,927	25,366
Jobs Created/Saved			
Contractor Staff	11	11	

**Summary:**

This program will deploy state-of-the-art computer security systems to the Department of State headquarters building and Embassies worldwide.

The Department of State's unique relationships with the Departments of Homeland Security, Justice, Defense, as well as private-sector partners make our information a major target of hostile intelligence services and terrorist organizations. This threat to the Department of State's information systems must be addressed to protect American interests and citizens both domestic and overseas from harm. The critical systems that process passports and visas, support foreign policy negotiations, and synchronize US evacuations are under constant attack. We require cutting-edge security solutions that incorporate comprehensive and modern protections to enhance the Nation's security to address the challenges of constantly changing cyber threats.

These security systems include using FIPS 201 and, as appropriate, CNSS Policy 25 compliant smart cards to gain access to Department of State's systems so that at any given time we are able to discern who accessed information on our computers worldwide. This security upgrade effort will also ensure data is protected with strong authentication and access controls.

A significant part of this effort will provide the next generation of secure phones to our Ambassadors and other senior leaders to ensure that they can coordinate critical efforts with the President, Department of Defense and friendly governments (an example would be the evacuation of US citizens in a time of crisis). These secure phones enable US government leaders to address world problems quickly without fear of our enemies listening.

**Objectives:**

The Major Objective of this program and its sub-projects are:

- 1) Ensure that all Department of State employees and contractors who have a Smart ID Badge and use it to access Department of State computer systems and the information they contain
- 2) Provide the next generation of secure telephones to leadership and other personnel as needed to protect sensitive conversations from eavesdropping by hostile intelligence services and terrorist organizations around the world

**Activities:**

- 1) Design review of each protection system to ensure compliance with new national security policy
- 2) Request for Quote(s) / Statement of Work / Contract award(s)
- 3) Integration and test of enterprise level system(s)

- 4) Operational system build
- 5) Integration with Department and other Government systems to ensure national level interoperability
- 6) Deployment to Department of State diplomatic facilities domestically and overseas

#### **Characteristics:**

- 1) Contracts: Use the reverse auction competitive process for U.S. vendors to procure for hardware, software and bill of materials (e.g. cables, fiber converters, computers, etc.) related to this project.
- 2) Contracts: The Department of State will expand contract staffing using existing small business Department of State contract vehicles (Hybrid Information Technology Services to State (HITSS), Vanguard1)
  - i. The HITSS Contractors are all U.S. based small businesses and will provide security expertise, installation and general program support for most of this effort
  - ii. Currently this program does not anticipate requiring additional full-time government employees
  - iii. The majority of these efforts will use performance based contracting.
- 3) NSA Approved Encryption systems will be procured by transferring the purchase funding to NSA which in turn will use their current contract to procure the equipment needed.
- 4) Recipients: U.S. computer security vendors and U.S. firms that can provide a work force of American citizens qualified to perform this work.
- 5) Beneficiaries: Department of State and Foreign Affairs personnel domestically and worldwide at Embassies and other Department of State and United States Government facilities. American citizens also benefit in that this project will help secure and protect privacy information.
- 6) Award selection: Existing GSA schedule and Department of State Contracts for best value based primarily on meeting requirements, quality, and price.

The estimated procurements and contract awards total: \$19,789,380

#### **Schedule:**

<b><u>Phase Participation</u></b>	<b><u>Activity</u></b>	<b><u>Time to Complete</u></b>
<b>Planning</b>	Design Review & Executive Board approval to include PDR (Preliminary Design Review)	3 months after receipt of full funding
<b>Final Reviews and Procurements</b>	Final Review & Approval CDR (Critical Design Review) and associated contract award(s)	Within 6 months



<b>Lessons Learned Review</b>	Make any Deployment related corrections	Within 8 to 10 months
<b>Full Installation And Activation</b>	Enterprise wide) FOC (Full Operating Capability)	Within 12 to 18 months

### **Environmental Review Compliance:**

National Environmental Policy Act requirements are not applicable for this program.

### **Measures:**

The process of implementation of the activities will be defined, tracked and audited within the program through milestones and reporting. Further accountability will be provided by Department internal processes (e.g. Program Management Reviews (PMR) and internal security mechanisms).

- 1) Weekly, monthly and total deployments
- 2) Weekly, monthly and total expenditures to include all sub-projects
- 3) Formal PMRs every quarter
- 4) Over-runs and under-runs will be included in monthly reporting
- 5) Contract status and level of effort will be reported monthly
- 6) Capture lessons-learned at PMRs and other major reviews to add to the knowledge-base for other program utilization

### **Monitoring/Evaluation:**

Consistent collaboration with OIG will take place throughout this project. The Department of State will enhance its disciplined Capital Planning and Investment Control (CPIC) process by increasing the level of scrutiny and frequency. These processes include project life-cycle methodology with rigorous earned value management, which will show us the bang for the buck as the project proceeds. Progress reports that include earned value data will be distributed monthly. Project Managers are/will be certified by the Project Management Institute and trained in the Department of State's standard project management methodology. In addition, the project management will:

- 1) Enhance established procedures by monitoring contracts on a daily basis to ensure performance, cost, and schedule goals are being met
- 2) Conduct frequent (daily/weekly) quality assurance inspections
- 3) Submit progress reports against contract schedule
- 4) Document timely inspections and acceptance of deliverables
- 5) Using inspections reports, take prompt actions to remedy deficiencies related to the contractors performance, cost, and schedule (immediately upon notification)

## **Transparency**

The Department of State will continue to use its annual performance planning process as a basis for public reporting. The Department of State will also include all applicable information on the Recovery.gov website, which is linked to our primary website State.gov:

- 1) Recovery.gov: Weekly reports; monthly financial reports; program-specific Recovery Act plans; recipient reporting
- 2) Contracting solicitations will be posted Full and Open
- 3) Reporting of contracting actions will be accomplished through processes defined in the Federal Acquisitions Regulation

## **Accountability**

The Department of State will follow its well defined eGovernance review process which includes:

- 1) Monthly meetings with individual managers to review those specific projects
- 2) Senior Management progress and performance reviews
- 3) Program Management practices will be followed as established through industry best practices defined according to the Project Management Institute and the Department's Managing State Projects standard
- 4) Delivery schedules, costs, and quality will be measured as part of the Monitoring and Controlling phases of delivery

## **Barriers to Effective Implementation:**

- 1) Unexpected complications related to conformance and interoperability testing.
- 2) Unanticipated issues related to implementation of the use of smart ID cards for logical access control.

## **Federal Infrastructure Investments:**

- 1) The new security mechanisms will allow effective remote management of department facilities.
- 2) Modernization of security infrastructure reduces energy requirements at all diplomatic facilities worldwide.

#### ***Project Four: Expanded Cyber Education - \$4,929,000***

(\$ in thousands)

<b>Expanded Cyber Education</b>	<b>FY 2009 Stimulus Funds</b>	<b>FY 2010 Stimulus Funds</b>
<b>TOTAL</b>	<b>\$1,733</b>	<b>\$3,196</b>

#### **Summary**

Recent cyber threat analyses and cyber incidents show that general user practices and cyber technical measures need to change significantly and rapidly to adequately protect against cyber threats of increasing volume and sophistication. While computer security solutions can help address these threats, we must also train users on how to spot and properly react to potential cyber attacks and incidents. This project develops and delivers courses to enable the general Department of State work-force and persons with specific cyber security management responsibilities to protect against these new cyber threats. These security measures will protect the personal information of all U.S. passport holders, Americans abroad, visa holders, and Department of State employees/retirees, as well as sensitive data related to national security, diplomatic negotiations, and international law-enforcement cooperation.

#### **Objectives**

- 1) Protect the personal information of 250 million U.S. citizens and visa holders.
- 2) Protect highly sensitive foreign policy information on an international network, often operating in high threat environments.

#### **Activities**

- 1) Content analysis and contract awards
- 2) Course enhancement and creation
- 3) Expand existing training infrastructure
- 4) Deliver training

#### **Characteristics**

- 1) Contracts: Use existing GSA and Department of State contracts to procure contract labor and hardware and software.
- 2) Recipients:
  - a. U.S. based Training and Curriculum Development Firms
    - i. Curriculum Development and Training Implementation (\$3.6M, 11 employees)
  - b. U.S. based IT Infrastructure Management Firms
    - i. Infrastructure Establishment (\$1.05M, 5 employees)
    - ii. Infrastructure O&M (\$0.3M, 2 employees)

- c. Program Management (\$0.055M, 0.2 employees)
- 3) Beneficiaries: Department of State and Foreign Affairs personnel domestically and worldwide at Embassies and other Department of State and United States Government facilities. American citizens also benefit in that this project will help secure and protect privacy information. Anyone who uses Department of State services either directly (such as passport services) or indirectly (though diplomacy).
- 4) Award Selection Methodology
  - a. Technical Evaluation Team considers technical qualifications of respondents
  - b. Teaming arrangements address small and disadvantaged business concerns
  - c. Contracting office evaluates financial tradeoffs of respondents
  - d. Technical Evaluation Team and Contracting office make recommendation
  - e. Best value that is technically acceptable is selected

### **Schedule**

Phase Participation	Activity	Time to Complete
<b>Planning/Procurement</b>	Content Analysis and Contract Awards	4 months
<b>Design/Development</b>	1. Course enhancement and creation 2. Expand existing training infrastructure	8 months
<b>Training Execution</b>	Deliver training	18 months

### **Environmental Review Compliance**

None required

### **Savings/Costs**

- 1) Distance learning infrastructure (and timing courses around other travel) will reduce travel costs (currently 40% of budget).
- 2) Automated tracking will reduce the cost of the existing process, which is largely manual.
- 3) As an asset, new courseware and delivery infrastructure will endure for about 3-4 years, reducing costs in the 18 months after the end of funding.
- 4) Opportunity cost of staff time to participate in training is ongoing.

### **Measures**

- 1) The percent of general users and cyber specialists (in specific roles) with the requisite training to make maximum improvements to security.
- 2) Reduction in increase of incidents (from behaviors covered in this training).
- 3) Ability to provide threat-specific alerts world-wide (and test understanding) within 24 hours.

## **Monitoring/Evaluation**

Consistent collaboration with OIG will take place throughout this project. The Department of State will enhance its disciplined Capital Planning and Investment Control (CPIC) process by increasing the level of scrutiny and frequency. These processes include project life-cycle methodology with rigorous earned value management, which will show us the bang for the buck as the project proceeds. Progress reports that include earned value data will be distributed monthly. Project Managers are/will be certified by the Project Management Institute and trained in the Department of State's standard project management methodology. Contracts will be monitored monthly to ensure that delivery, cost, and schedule goals are being met, and risks are remediated. In addition, the project management will evaluate the program's effectiveness using the metrics in the following table.

<b>Activity</b>	<b>Fiscal Year</b>	<b>Measurement</b>	<b>Quantifiable Outcome</b>	<b>Frequency (e.g. monthly, quarterly)</b>
Content Analysis	FY09-FY10	Existing federal courses reviewed	Number of Courses Analyzed	Monthly
Course enhancement and creation	FY09-FY10	Courses materials completed	Number of Courses Ready for Delivery	Monthly
Expand existing training infrastructure	FY09-FY10	Infrastructure expanded	Earned Value Measures	Monthly
Implement training	FY10	Students trained	Number of students trained	Monthly
Implement training	FY10	Employees received daily cyber security awareness training	% of network users receiving daily training.	Monthly

## **Transparency**

The Department of State will continue to use its annual performance planning process as a basis for public reporting. The Department of State will also include all applicable information on the Recovery.gov website, which is linked to our primary website State.gov:

- 1) Recovery.gov: Weekly reports; monthly financial reports; program-specific Recovery Act plans; recipient reporting
- 2) Contracting solicitations will be posted as competitive
- 3) Reporting of contracting actions will be accomplished through processes defined in the Federal Acquisitions Regulation

### **Accountability**

The Department of State will follow its well defined eGovernance review process which includes:

- 1) Monthly meetings with individual managers to review those specific projects
- 2) Senior Management progress and performance reviews
- 3) Program Management practices will be followed as established through industry best practices defined according to the Project Management Institute and the Department's Managing State Projects standard
- 4) Delivery schedules, costs, and quality will be measured as part of the Monitoring and Controlling phases of delivery

### **Barriers to Effective Implementation**

N/A

### **Federal Infrastructure Investments**

N/A

**International Boundary and Water Commission Construction**  
(\$ in thousands)

<b>International Boundary and Water Commission Construction</b>	<b>FY 2009 Stimulus Funds</b>
IBWC Construction	
Rio Grande Flood Control System Project	218,000
Transfer to IBWC Salaries & Expenses Account	2,000
<b>TOTAL</b>	<b>220,000</b>

**Summary**

Recovery Act funding will be applied to the Rio Grande Flood Control System Project to evaluate, through environmental assessments and geo-technical investigations, needed repairs and/or rehabilitation of deficient portions of the flood control systems. Repairs and rehabilitation will entail raising levee segments to original design levels, and reconstructing segments where the integrity of the structures has been compromised along the Upper Reach of the Rio Grande Flood Control System (comprised of 225 miles of levees extending from Caballo, New Mexico to below Fort Quitman, Texas) and the Lower Rio Grande Valley Flood Control System (comprised of 270 miles of river and interior floodway levees between Penitas and Brownsville, Texas). These flood control systems protect the lives and property of over 3 million U.S residents in New Mexico (Dona Ana County) and Texas (El Paso, Cameron, Hidalgo, Starr and Willacy Counties).

The USIBWC began a multi-year program to rehabilitate its levee system in 2001 after geo-technical analysis determined that 60% of the system was deficient. With the Recovery Act (ARRA) funding, USIBWC will be able to accomplish a large percentage of needed levee raising and structural rehabilitation work to ensure the levees provide adequate protection and meet the standards established by the Federal Emergency Management Agency (FEMA).

**Objectives**

- 1) Enhance protection of lives and property of over 3 million U.S. border residents.
- 2) Achieve FEMA certification standards, negating the need for residents to buy costly flood insurance.

**Activities**

- 1) Geo-Technical Investigations
- 2) Documentation of Cultural and Historical Resources
- 3) Environmental Documentation
- 4) Design and construction of flood control improvements
- 5) Design and construction of environmental enhancements

## **Characteristics**

- 1) Contracts: Firm Fixed contracts, Incentive Contracts, Indefinite-Delivery Contracts (competitively bid)
- 2) Recipients
  - a. Non-Federal
    - i. Architecture and Engineering firms
      - 1.Design
      - 2.Construction
    - ii. Environmental firms
      - 1.Geotechnical investigations
      - 2.Environmental documentation
  - b. Federal
    - i. Ten federal employees
- 3) Beneficiaries include the public and adjacent landowners
- 4) Award selection methodology:
  - a. Consideration of contractor qualification and responsibility
  - b. Contracting by negotiation
  - c. Lowest price technically acceptable source selection process

## **Schedule**

The Rio Grande Flood Control Project consists of the following phases of activities:

Pre-construction Phase:	6 months for geotechnical investigations and environmental documentation and 2 to 4 months for design.
Construction Phase:	Approximately 15 months for construction.

The pre-construction phase was initiated with prior-year funding, and using Recovery Act funding all geo-technical analysis and design and the remaining environmental documentation will be completed by October 2009. Contracting actions were initiated in March 2009 using ARRA funding. USIBWC anticipates awarding all construction contracts by the end of December 2009, and expects all planned construction to be completed by February 2011.

## **Environmental Review Compliance**

Environmental reviews for the segments planned for rehabilitation with ARRA funds were completed using prior year funding, as described below.

- 1) Programmatic Environmental Impact Statements completed January 2008.
- 2) Site specific Environmental Assessments completed 2007.

One remaining Environmental Assessment is estimated to be completed by September 2009 and the outstanding Cultural Resources and Historic Property Inventory assessments are estimated to be completed by December 2009.



### **Savings/Costs**

- 1) Reduce long-term construction funding needs for the Rio Grande Flood Control project.
- 2) Increase funding for the IBWC Salaries and Expenses account to maintain levees that were rehabilitated with ARRA funding at FEMA certification standards.

### **Measures**

- 1) Percentage of flood control system meeting agency-established capacity requirements and certified in accordance with FEMA standards.
- 2) Percentage of residents who will be protected from potential flooding by the rehabilitation and reconstruction of IBWC-maintained levees and floodways in the Rio Grande Flood Control Project.
- 3) Number of jobs created or saved.
- 4) Percentage of project schedule milestones completed on a monthly basis.
- 5) Percentage of construction work completed on a monthly basis.

### **Monitoring/Evaluation**

- 1) Enhance established procedures by monitoring contracts on a daily basis to ensure performance, cost, and schedule goals are being met.
- 2) Conduct frequent (daily/weekly) quality assurance inspections.
- 3) Submit progress reports against contract schedule.
- 4) Document timely inspections and acceptance of deliverables.
- 5) Using inspections reports, take prompt actions to remedy deficiencies related to the contractors performance, cost, and schedule (immediately upon notification).
- 6) Conduct peer review of solicitations.
- 7) Tighten internal controls by conducting internal audits of selected Recovery Act contracts through duration of project.
- 8) Consistent collaboration with OIG will take place throughout this project.

### **Transparency**

- 1) Recovery.gov: Weekly reports; monthly financial reports; program-specific Recovery Act plans; recipient reporting.
- 2) All contracting actions will be posted on FedBizOps.Gov.
- 3) All contractors are required to be registered with Central Contractor Registration.
- 4) Reporting of all contracting actions will be accomplished in the Federal Procurement Data System (FPDS).

### **Accountability**

- 1) Senior Management will be held accountable through progress and performance reviews.
- 2) Recovery Act funds will be subject to annual audit by an independent auditor selected by the State Department Inspector General.

- 3) Quality Assurance procedures will be established.
- 4) Contracts will be monitored to ensure performance, cost, and schedule goals are being met.
- 5) Anti-fraud initiative will be implemented, including conducting fraud awareness training

**Barriers to Effective Implementation**

N/A

**Federal Infrastructure Investments**

N/A